**Subject:** 15 Minutes with B2 and XD Hoover

**Location:** B2s office

**Start:** Wed 1/25/2017 1:00 PM **End:** Wed 1/25/2017 1:30 PM

**Recurrence:** (none)

Meeting Status: Accepted

**Organizer:** HOOVER, CRINLEY S

Required Attendees: PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)

Purpose: 15 Minutes with B2 and XD Hoover. Thank you

#### (b) (6), (b) (7)(C)

Operations Officer Adjutant to MROD Executive Director C. Scott Hoover U.S. Border Patrol

Mission Readiness Operations Directorate

c. (b) (6), (b) (7)(C) o (b) (6), (b) (7)(C)

Subject: A

 Start:
 Mon 1/9/2017 6:30 AM

 End:
 Mon 1/9/2017 7:00 AM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

Subject: AC (b) (6), (b) (7)(C) Farewell Open House

**Location:** Ronald Reagan Building Suite 5.4A - Washington, DC

**Start:** Mon 1/9/2017 10:00 AM **End:** Mon 1/9/2017 11:00 AM

**Recurrence:** (none)

Meeting Status: Not yet responded

Organizer: CONGRESSIONAL EVENTS CALENDAR

Please join the Office of Congressional Affairs (OCA) for an open house on Monday, January 9, 2017 at 11 AM to bid farewell to Assistant Commissioner (b) (6), (b) (7)(C). AC entered on duty in OCA on Monday, June 22, 2009 by way of an appointment with the Obama Administration and will depart the agency on Friday, January 20, 2017 to pursue other endeavors.

The farewell invite and AC biography are attached. If you need further assistance or plan on presenting a token of appreciation, please coordinate with (b) (6), (b) (7)(C). Feel free to forward this invite to anyone that might have been missed.

Thank you.

<<Farewell Invite - OCA AC (b) (6), (b) (7)(C) .pdf>> << | - Biography.pdf>>

## PLEASE JOIN THE OFFICE OF CONGRESSIONAL AFFAIRS

Open House

TO BID

# FAREWELL AND SAY THANK YOU



TO

Assistant Commissioner

(b) (6), (b) (7)(C)

Monday, January 9 | 11:00 am - 12:00 pm RONALD REAGAN BUILDING, SUITE 5.4A



Subject:Agency Leadership Council (ALC) MeetingLocation:Commissioner's large conference room

**Start:** Fri 1/27/2017 8:45 AM **End:** Fri 1/27/2017 10:00 AM

Recurrence: Weekly

Recurrence Pattern: every 2 week(s) on Friday from 12:00 PM to 1:30 PM

Meeting Status: Accepted

Organizer: MCALEENAN, KEVIN K

**Required Attendees:** Owen, Todd C (AC OFO); VITIELLO, RONALD D (USBP); ALLES, RANDOLPH D; SMITH,

BRENDA BROCKMAN; (b) (6), (b) (7)(C)HIGGINS, CHRIS A; MORGAN, MARK A (USBP);

(b) (6), (b) (7)(C) OC BRIEFING STAFF; (b) (6), (b) (7)(C)

FLANAGAN, PATRICK S; YOUNG, EDWARD E; LANDFRIED, PHIL A; WILLIAMS, JAYE M; CAINE, JEFFREY; VESPE, ERIN; (b) (6), (b) (7)(C); SCHIED, EUGENE; LOWRY, KIM M; FALK,

SCOTT K (OCC);(b) (6), (b) (7)(C)WAGNER, JOHN P; PROVOST, CARLA (USBP)

This meeting (ALC) REPLACES the ORRB and the Recurring Realignment ESC Meetings.





# **AGENDA**

<b>Agency Leadership Council</b>
----------------------------------

**January 27, 2017** 

9:30 - 11:30

9:30 – 9:45	Tactical Air, Land, Marine Enterprise
	Communications (TALMEC) Update

USBP

Decision Requested: N/A

9:45 – 10:30 CFO Financial Update

ES/OF

Decision Requested: N/A

10:30 – 11:00 Presidential Transition Update

ES & OS

Decision Requested: Approval of PDOs and Border Security White Paper. Review of Legislative Proposals.

**Note:** In order to facilitate candid deliberations by ALC members, the ALC has requested that briefing teams are present in the room for the duration of their specific topic and depart once their presentation is completed.

**Subject:** ALC Policy Discussion

**Location:** Teaming Area

**Start:** Wed 1/25/2017 9:00 AM **End:** Wed 1/25/2017 10:00 AM

**Show Time As:** Tentative

**Recurrence:** (none)

Meeting Status: Not yet responded

Organizer: (b) (6), (b) (7)(C)

Please forward to the appropriate individuals. Thanks.

Telecon Info.

(b) (7)(E) Code (b) (7)(E)<<OSC Funding for PDO COA Dev 1.25.2016.pptx>>

# 

Subject: **ALC-CTOB** 

Conference Room Location:

Start: Fri 1/27/2017 11:00 AM End: Fri 1/27/2017 11:45 AM

Recurrence: Weekly

every 2 week(s) on Friday from 9:30 AM to 10:15 AM **Recurrence Pattern:** 

**Meeting Status:** Accepted

Organizer: MCALEENAN, KEVIN K

Required Attendees: Owen, Todd C (AC OFO); MORGAN, MARK A (USBP); YOUNG, EDWARD E; VITIELLO,

> RONALD D (USBP); FLANAGAN, PATRICK S; SMITH, BRENDA BROCKMAN; ALLES, RANDOLPH D; LANDFRIED, PHIL A; GLAWE, DAVID; KOUMANS, MARK; MCLAUGHLIN, JIM E; MILLER, TROY A; LEY, JENNIFER E.;

(b) (6), (b) (7)(G); WAGNER, JOHN P; SADLER, STEPHEN; PROVOST, CARLA (USBP)

**Optional Attendees:** (b) (6), (b) (7)(C)

Please do not forward invite, all surrogate (and +1) requests must be sent to (b) (6), (b) (7)(C)

CTOB Attendance is restricted, approvals for surrogates will require approval

#### **Attendees:**

Deputy Commissioner McAleenan

CoS Patrick Flanagan

**EAC Owen** 

Chief Morgan

(A) EAC Young

**EAC Smith** 

**EAC Vitiello** 

**EAC Alles** 

AC Landfried

AC Glawe

AC Koumans

XD Mclaughlin

XD Miller XD (b) (6), (b) (7)(C)

Director Ley

(b) (6), (b) (7)(C)

**Subject:** Annual Leave

 Start:
 Thu 1/12/2017 12:00 AM

 End:
 Fri 1/13/2017 12:00 AM

**Show Time As:** Out of Office

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

Categories: Must Attend

\*\*Attachment Added\*\* Operator's Pre-Brief for Hiring Meeting Conference Call (b) (7)(E) PIN (b) (7)(E) Subject:

**Location:** 

Thu 1/19/2017 12:30 PM Start: Thu 1/19/2017 1:15 PM End:

**Recurrence:** (none)

**Meeting Status:** Not yet responded

Organizer: JACKSTA, LINDA L

<<C1 Hiring Presentation 1\_17\_17 Master edits.pptx>>

# **Monthly Hiring Briefing**

**Staffing Progress and Initiatives as of January 2017** 



## **Executive Action Items**



**Executive Action Items from 12/6 Monthly Hiring Brief** Status

# **Key Data Updates**



## **Executive Summary**



## **Key Metrics for Reporting Period**

### **CBPO**

22,836 current on board

1,025 current floor gap

54 ↓ net loss since 11/12

+319 Exp. FY17Q2 EODs

-212 Exp. FY17Q2 Attrition

22,943 Exp. FY17Q2 Staff

22,968 Exp. FY17Q3 Staff



target

#### **BPA**

19,705 current on board

1,665 current target gap

37 ↓ net loss since 11/12

+121 Exp. FY17Q2 EODs

-241 Exp. FY17Q2 Attrition

19,585 Exp. FY17Q2 Staff

19,512 Exp. FY17Q3 Staff

#### **AMO**

1,193 current on board
134 current floor gap
6 ↓ net loss since 11/12
+4 Exp. FY17Q2 EODs

-14 Exp. FY17Q2 Attrition1,183 Exp. FY17Q2 Staff1,186 Exp. FY17Q3 Staff

**Revenue Positions** 

2,326 current on board154 current floor gap

3 ↑ net gain since 11/12

2,314 Exp. FY16 Q2 Staff

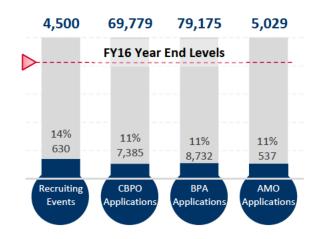
Model Data as of 1/3/17 Staffing Data as of 12/24/16

## Dashboard on Key Initiatives



NFRC

#### Recruiting progress as a % of their FY17 goals:

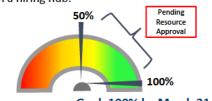




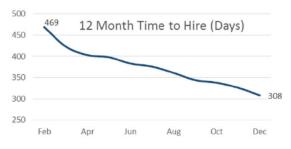
#### **Hiring Hub**

Currently **50%** of new applicants are processed through a hiring hub.

target



Goal: 100% by March 31st



\*Time-to-hire for Hub Only applicants: 165 days

# Ť

% of

target

#### **Military Hiring**

Implementing a three month schedule to include recruitment events, VRA Announcement, Entrance Exams and Military Hiring Hubs:

Recruiting Event Hiring Hub

Entrance Exam

### December

\Lambda Ft. Bliss (TX)

🧗 Ft. Bliss (TX), Camp Lejeune (NC)

#### January

Camp Lejeune (NC)

Ft. Campbell (KY)

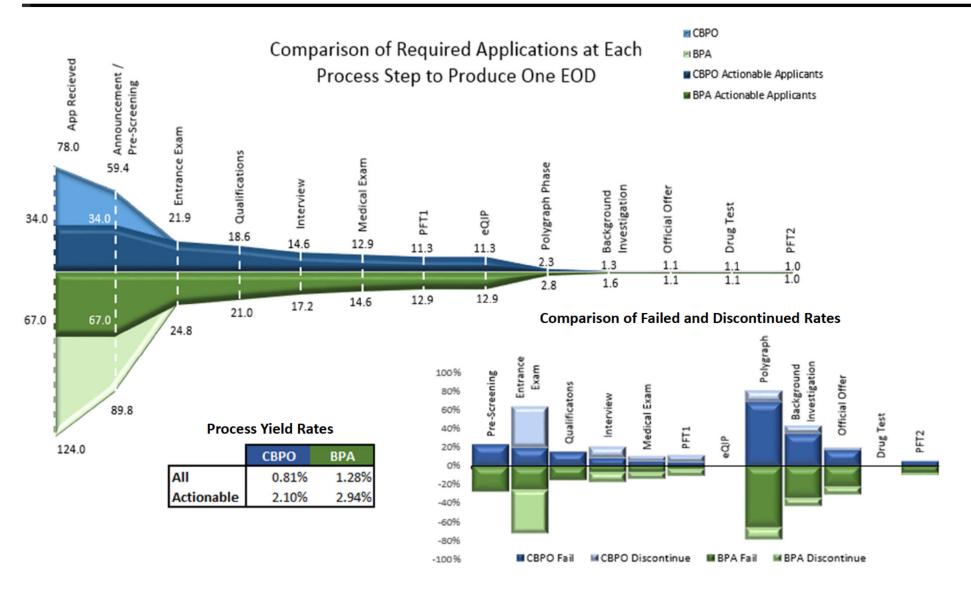
#### February

🖈 Camp Lejeune (NC)

Л

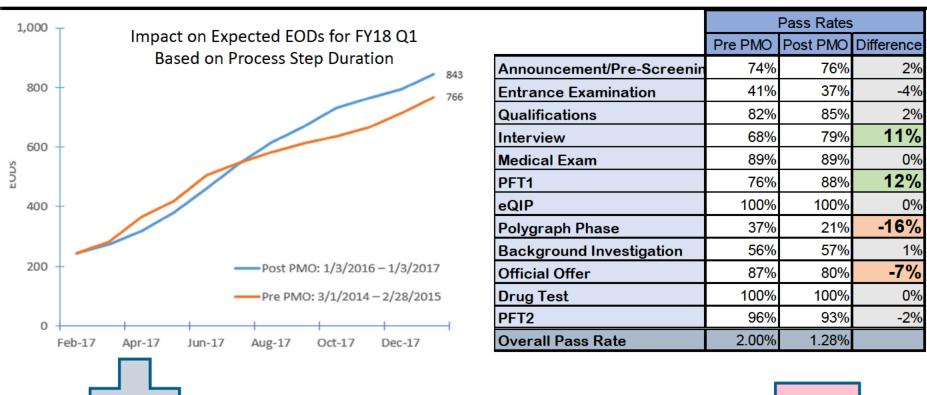
# Illustration of Yield Rates – Rolling Year





## **Impact of Duration of EODs**

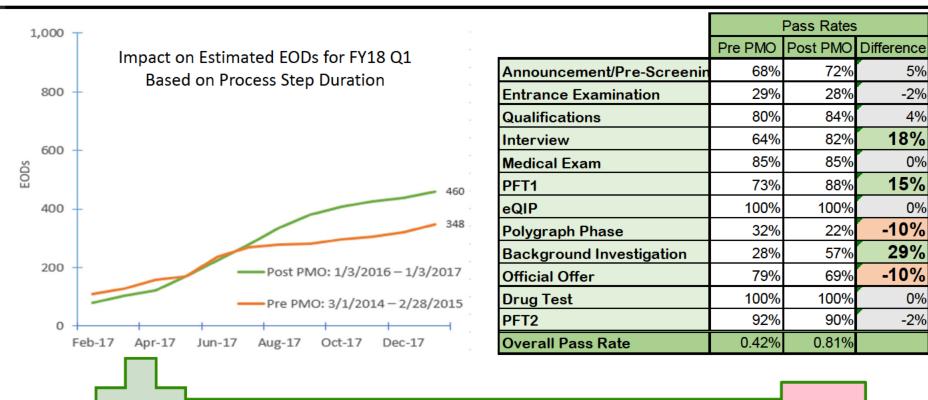




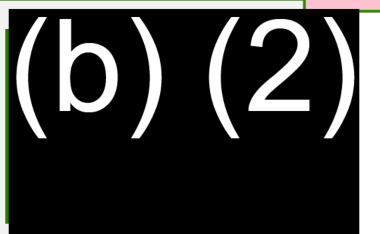
- Shortened overall process timeframe
- More frequent announcements
- Increased applicant communications
- Increased MHC Medical staff
- Implemented PFT1 retest policy
- Improved Interview scheduling system
- Increased and more focused recruiting campaign
- Revised drug guidelines
- Removed the VBT portion of the interview

## Impact of Duration of EODs





- Shortened overall process timeframe
- More frequent announcements
- Increased applicant communications
- Increased MHC Medical staff
- Implemented PFT1 retest policy
- Improved Interview scheduling system
- Increased and more focused recruiting campaign
- Revised drug guidelines
- Updated scoring



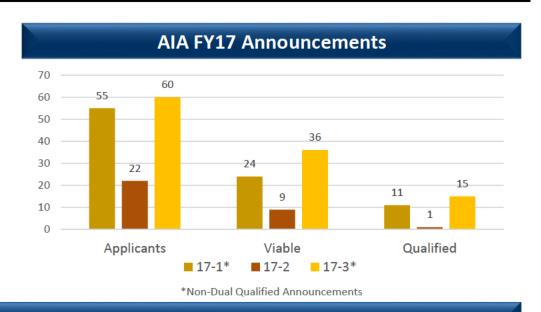
## **Announcement Initiative Updates**



### Initiatives Included

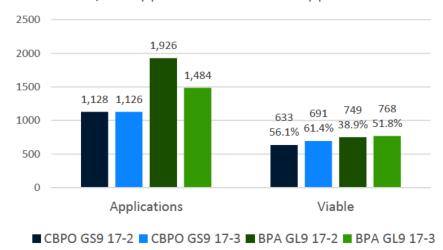
AIA Non-Dual Qualifications – CBP opened two announcements which did not require the applicant to be certified in both Rotor and Fixed wing aircrafts.

GL/S 9 BPA and CBPO Announcements – CBP separated the GL/S 9 announcements from the GS 5/7 announcements to allow for the GL/S 9 removal of the Entrance Exam and clearer tracking.

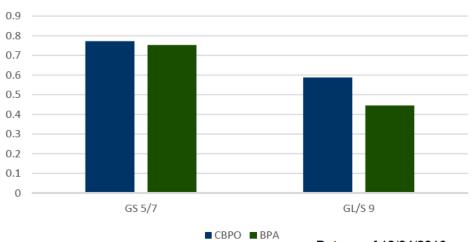


## GL/S 9 CBPO and BPA Announcements

GL/S 9 Applicants and Viable Applicants



#### Comparison of GL/S 9 and GL/S 5/7 Viability Rates



# **Process Improvements and Policy Initiatives**



## Hiring Hubs and Military Hiring



#### **ACCOMPLISHMENTS** What we have done





#### **FUTURE STATE** Where we want to go

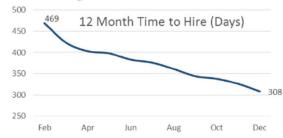


- Conducted a two-day off-site to plan the expansion of the Hiring Hub process to include 100% of frontline applicants by the end of FY17 Q2 (pending funding approval).
- As of Jan 11, the waiver process for TS/SCI was approved and four AMO VRA applicants we waived. AMO immediately began scheduling them for the structured interview. AMO has at least two more VRA candidates to process with TS/SCI clearances.
- Planning Military Hiring Hubs in Ft. Campbell, KY (Jan 22 27 2017), and Ft. Bragg, NC (Feb 6 – 10 2017).
- Continuing polygraph surges for El Paso, TX and Laredo, TX throughout January 2017. Depending on applicant volumes pending a structured interview and polygraph the surges may be extended through out February and March
- Implement the expedited hiring process across 100% of applicants by the end of Q2 FY17.
- · Collaborate with Department of Labor's State Workforce Agency in Arizona (March 6-10) to implement a recruiting blitz targeting veterans across the state near select military installations.
- · Create a military partnership with Ft. Carson in order to establish a CBP presence in that geographic area and establish a military hiring hub site.

#### Projection of New Applicant Access to Hiring Hubs



Applicant access evaluates the overall % of FY16 applicants that selected an SI site feeding into a hiring hub location. Note that the % cited does not indicate the actual % of applicants that attended a hiring hub in FY16.



<sup>\*</sup>Time-to-hire for Hub Only applicants: 165 days

#### Hiring Hub and Military Hiring Hub Coverage Map



in a geographic region where permanent polygraph examiners are not stationed.





# ACCOMPLISHMENTS What we have done





# FUTURE STATE Where we want to go



- Applicant End-to-End Tracking: Obtained access to OPM's demographic hiring statistics for CBP Frontline Hiring Applicants, which will help CBP to increase its awareness of applicant trends and will enhance recruitment efforts /report.
- Movie Theater Ad Campaign: Launched movie theater campaign in 226 theaters across 12 states and Washington D.C., resulting in 320 text responses indicating an interest in hearing more about CBP (as of January 3<sup>rd</sup>).
- NFRC Strategy: Disseminated NFRC Strategy to operational components to ensure all recruiter strategies are aligned to strategic objectives.

- **Digital Media (Jan-Feb):** Finalizing digital media strategy to provide NFRC insight on most effective use of CBP's digital presence.
- Profile of a Successful Applicant (Jan-Feb): Developing an agency-wide survey to all CBP law enforcement officers and agents to inform future recruitment activities
- Special Emphasis Recruitment Team (SERT) (Jan-Feb): Utilizing past year's
  experience and data to inform military and diversity recruitment strategy focused on
  veterans, female, university students, and affinity groups.
- LinkedIn CBP Page (Jan): Secure premium access with LinkedIn to serve as a CBP recruitment medium to reach millennials looking for employment.
- Corporate Executive Board (Jan): Leveraging membership to CEB to review recruitment best practices to benchmark, optimize, and improve CBP's recruitment strategies, which will make CBP more competitive among its competitors.

- Digital Media (Feb): Utilize social media (i.e. Facebook, YouTube, Twitter, Instagram, LinkedIn) and associated data analytics to reach and appeal to millennials.
- Recruiter Training (Mar): Deploy SERT recruiter training course in March to approximately 60 new SERT recruiters.
- Enhanced Communication (Sept):
   Establish robust communication processes to foster collaboration among hiring components and operators to enable more effective recruitment activity.

## **National Partnerships**

\*All activities reported span between December 1st - January 10th

#### Social Media Activity

 Published recruiting posts on Twitter, Instagram, and YouTube as part of CBP's recruitment campaign.



- Banner advertising on Google Display Network, ESPN.com, GQ.com, NFL.com, MLB.com, Menshealth.com, Policemanmag.com, MilitaryTimes.com
- Conducted Google search engine marketing advertisements.

#### Cable Advertising



Launching 30-second video ads on cable TV networks between January 23<sup>rd</sup>March 19<sup>th</sup> on: MTV/MTV2, A&E, History, Great American Country, Nick-At-Nite,
FUSE, Discovery Science, NBA-TV, Lifetime, TLV, Vice, FX Movie Channel, FXX,
FOX Sports 1&2, National Geographic, National Geographic Wild, AMC, Comedy
 Central, Sundance TV, Spike, Chiller, Bravo, HLN.

#### Print Advertising:



- Submitted full page add in Stars and Stripes Magazine's annual Transition Guide
- Submitted full page ad in all editions of Military Times Magazine: Army Times, Navy Times, Air Force Times, Marine Corps Times

#### Movie Theater Advertising:

Developed 30-second video ads that will conclude with an "Apply Now" message and a text code allowing viewers to receive CBP application notifications.

### **January Recruitment Events**

5 <sup>th</sup>	Community Event: Del Rio Lions Club (Del Rio, TX)	
10 <sup>th</sup>	Military Recruitment Event: Soldier for Life Transition Assistance Program Career Fair (Ft. Hood, TX)	
11 <sup>th</sup>	Sporting Event: Reign Hockey Team Ontario (Ontario, CA)	
12 <sup>th</sup>	Military Recruitment Event: Recruit Military Career Fair (San Antonio, TX)	
15 <sup>th</sup>	Military Recruitment Event: Military Pilot Transitions (La Jolla, CA)	
17 <sup>th</sup>	Military Recruitment Event: Soldier for Life Transition Assistance Program Career Fair (Killeen, TX)	
18 <sup>th</sup>	College and University Event: Michigan State University Career Fair (East Lansing, MI)	
19 <sup>th</sup>	Diversity Recruitment Event: Diversity Hiring Expo (Atlanta, GA)	
24 <sup>th</sup>	Military Recruitment Event: Soldier for Life Transition Assistance Program Career Fair (Killeen, TX) Military Recruitment Event: Fort Hood Career Fair (Ft. Hood, TX)	
25 <sup>th</sup>	Military Recruitment Event: Ft. Leonard Wood Outreach (Ft. Leonard Wood, MO) Military Recruitment Event: Hiring Our Heroes Career Fair (Austin, TX)	
27 <sup>th</sup>	Community Event: Harrison Township Outreach (Harrison Township, MI) Military Recruitment Event: Travis Air Force Base (Travis AFB, California)	
	College and University Event: Baylor University (Waco, TX)	
31 <sup>st</sup>	College and University Event: Texas A&M University of Kingsville (Kingsville, TX) Military Recruitment Event: Hiring Our Heroes Career Fair (Dallas, TX)	11



	C1/C2 DIRECTION Policy to Pursue	ACCOMPLISHMENTS What we have done	KEY INITIATIVES UNDERWAY What we are doing now
State and Local Polygraph Reciprocity	Accept polygraphs previously conducted by State and Local entities.	<ul> <li>HRM requested opinion from OCC.</li> <li>OCC stated the Anti-Border         Corruption Act does not prohibit         reciprocity and opined that it was         unlikely that OPM would exert its         polygraph authority in this area.         OCC recommended follow up with         OPM.</li> <li>OPR submitted the question to OPM         directly and through the DHS CSO         liaison on 1/4/17.</li> </ul>	<ul> <li>Preliminary feedback received from NCCA seems to suggest that if CBP was to pursue this policy CBP would lose its federal certification to conduct polygraphs and would no longer be able to send examiners to mandatory basic training at NCCA.</li> <li>OPR is waiting to receive official word from OPM.</li> </ul>
Federal Entity Polygraph Sample Review	Identify an independent external entity to conduct a review of CBP polygraph exam program.	<ul> <li>FBI has agreed to complete a sampling of 15 polygraph examinations for applicants in Phoenix, San Diego, and Los Angeles.</li> <li>MOU has been drafted and provided to FBI.</li> </ul>	<ul> <li>MOU has been reviewed by the FBI and returned to CBP on 1/5/17. The MOU was forwarded to OCC for their review. OCC anticipates having their comments back to OPR by 1/27/17.</li> <li>Once the MOU has been signed by both parties, OPR will provide the 15 applicants to the FBI to conduct polygraph examinations.</li> </ul>
Reciprocity for Federal Polygraphs	<ul> <li>Craft a reciprocal agreement with other federal agencies to enable CBP to review and accept any previously passed polygraph administered by another agency.</li> </ul>	Reciprocity agreement was signed by the Commissioner.	<ul> <li>Developing plan to work with other agencies (USSS, ICE, etc.) on reciprocity agreements and information sharing.</li> <li>DHS CSO meeting was postponed and the DHS CSO is now tentatively scheduled to visit OPR for a tour and briefing in late February. All requests for reciprocity agreements and information sharing will be discussed at that meeting to include the use of ISMS tool.</li> </ul>

# **Key Policy Updates – Entrance Exam**



	Task	Completion	Oct	Nov	Dec	Jan	Feb	Mar
tive	Prepare Level of Effort and funding request to develop and implement CAT	10/7/2016				 		
Adaptive (CAT)	Surge of contactor Industrial and Organizational (I/O) Psychologist Services to implement CAT more quickly (Unfunded Project)	TBD				ŀ		
Computer / Testing (	Develop CAT Logic Based Measurement (LBM) and Arithmetic Reasoning tests for CBPO Entrance Exam (Unfunded Project)	TBD				ļ		
Cor	Develop CAT Logic Based Measurement (LBM) test for BPA Entrance Exam (Unfunded Project)	TBD				ı		
:xam is	Survey applicants who take the Entrance Exam about their applicant experience and analyze results and create briefing deck to report out results	1/12/2017						
Entrance Exam Analysis	Conduct analysis on VRA-specific applicants to identify reasons for Entrance Exam no-shows	12/7/2016						
Entr	Collaborate with OPM to add additional Entrance Exam testing locations	2/15/2017						
Recipr ocity	Develop a decision memo and attachment regarding reciprocity for standardized tests (SAT, ACT, ASVAB)	12/9/2016						
Exam	Conduct a validation study of the BPA Entrance Exam to predict success (Unfunded Project)	TBD						
ance E	Develop new versions of the ALT section of the Entrance Exam and review them as a part of the BPA Entrance Exam Validation Study (Unfunded Project)	TBD						
Entr Valid	Implement and administer at-home assessments and review them as a part of the BPA Entrance Exam Validation Study (Unfunded Project)	TBD						
Qual	Collaborate with OFO SMEs to provide job analysis ratings to support the GS-9 to GS-11 Qualification Standards review with associated technical note (data analysis/write-up)	12/18/2016					I	
Exam	OPM COR to review/modify IAA to implement at-home Experience Record section of the Entrance Exam with implementation likely with March announcements	3/15/2017						
nce Exa me	Collaborate with SMEs to gather data and do content validation of the Arithmetic Reasoning section of the Entrance Exam	3/15/2017						
Reduced Entrance Testing Time	Conduct analysis to determine the impact of lowering the Artificial Language Test cut score on the BPA Entrance Exam	12/22/2016					l I	
duced	Conduct analysis of possible options and consequences of reducing the overall CBPO Entrance Exam test time	12/30/2016						
Re	Develop plan for administering the Experience Record section of the CBPO/BPA Entrance Exams at-home. Build to occur in February and implemented in March announcements	3/15/2017						13

# **Policy Initiative Status – Other Initiatives**



Project	Status of Initiative	Expected Completion
Change Retirement Age	Consulting with OCC to determine approach.	Quarter 2 FY2017
Expand Retirement Waivers	SOP for batch approval retirement waiver approval is under development.	Quarter 2 FY2017
New Special Salary Rates	Per DHS guidance, OFO is revising Portal, ND SSR package before DHS will submit to OPM / Awaiting OPM decision on Polygraph Examiners.	Quarter 2 FY2017
Modify Pathways Program for Frontline Positions	Issue paper under development.	Quarter 2 FY2017
Expand "hiring hubs" to 100%	Did not receive full funding.	Quarter 2 FY2017 (pending funding)
Consolidate Fitness Tests	Issue paper is with leadership for review.	TBD – Dependent upon leadership direction
Alternative to NAC	Presented new data sources designed to alleviate most of PSD's largest NAC processing challenges to the OPR AC for consideration.	TBD – Dependent upon leadership direction
Dual Recruitment for Field Operations	Suggested Regulation change was sent to DHS for review and approval.	TBD – Dependent upon DHS direction
Polygraph Pregnancy Policy	NCCA advised there is no official policy on the polygraphing of pregnant women. CAD will continue to advise applicant about the possible impacts a pregnancy can have on the polygraph examination and that the effects on a pregnancy are unknown. Applicants can postpone the examination to seek further information from a physician.	Completed
External Review of Polygraph	NCCA conducted a Quality Assurance Program Inspection the week of January 9, 2017.	Completed
Change Retirement Age for New LEOs	Completed	
Establish Full-time Field Recruiter Positions	Completed	
Update Drug Guidelines	Completed	
Expand Exam Times & Locations	Completed	
Lower OFO Cut Score	Completed	
Re-Test for PFT1 Program	Completed	
Vet-Only Local Commuting Area	Completed	



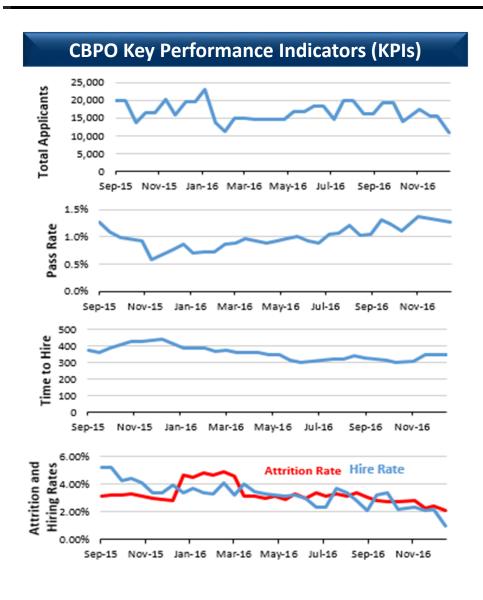
Details	Latest Update
C1 Ability to Waive Polygraph	On hold, pending congressional action.
Increase Funding for 3R's	HRM and Operational Components have responded to HAC/SAC with FY17 3R funding request based upon input from Program Offices.
Expand Retention Incentives	Supporting action/progress on S. 3180.
Expand Recruitment Incentives	Supporting action/progress on S. 3180.

# **Staffing Data Analysis**

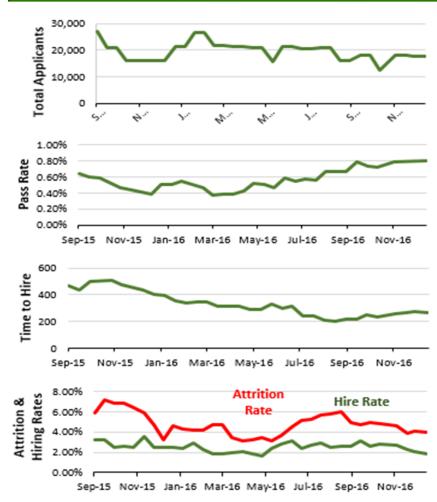


# **CBPO & BPA Hiring Status Dashboard**





# **BPA Key Performance Indicators (KPIs)**



# MIA/AIA/AEA Hiring Status Dashboard





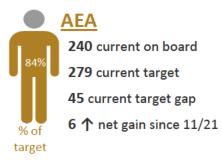
#### **MIA**

334 current on board345 current target11 current target gap0 net loss since 11/21

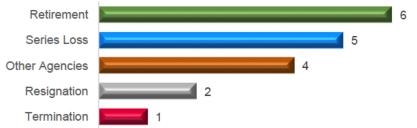
90% % of floor

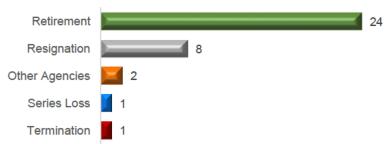
#### **AIA**

629 current on board
703 current target
74 current target gap
2 ↓ net loss since 11/21



#### **Current MIA Hiring Status Current AIA Hiring Status** 345 **Congressional Floor** 703 **Congressional Floor** - 334 Current On Board - 629 Current On Board **Current Gap Current Gap** 11 334 Current On Board Current On Board 629 Expected FY17Q3 EODs Expected FY17Q3 EODs Expected FY17Q3 Attrition **Expected FY17Q3 Attrition** - 23 **Expected FY17Q3 Staff Expected FY17Q3 Staff** 335 611 **MIA 12 Month Attrition** AIA 12 Month Attrition







# **Process Step Rates Comparison**

Process Step			Rolling	Year (October FY16 - FY17)			·	Current 90 Day Timeframe	
	Pass	Fail	Disc		Apps	Pass	Fail	Disc Ar	pps
Announcement/Pre-Screening	76%	24%	0%		45,460	77%	23%	0% 6,1	174
Entrance Examination	37%	20%	43%		29,969	37%	18%	45% 3,6	614
Qualifications	85%	15%	0%		8,099	85%	15%	0%	602
Interview	79%	9%	13%		6,458	85%	3%	12%	128
Medical Exam	89%	6%	6%		5,128	92%	3%	<mark>5%</mark> 1,5	575
PFT1	88%	4%	8%		7,237	88%	2%	10% 2,1	164
eQIP	100%	0%	0%		n/a	100%	0%	0%	n/a
Polygraph Phase	21%	68%	11%		4,224	22%	67%	11%	038
Background Investigation	57%	34%	9%		1,716	70%	23%	<mark>7%</mark> 3	314
Official Offer	80%	17%	3%		725	44%	22%	34%	262
Drug Test	100%	0%	0%		784	100%	0%	0%	231
PFT2	93%	5%	1%		650	91%	9%	<mark>1%</mark> 1	152
Overall Pass Rate	1.28%					1.01%			

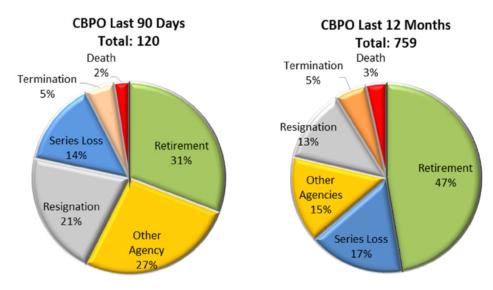
Process Steps		Rolling Year (October FY16 - FY17)					Current 90 Day Timeframe					
	Pass	Fail	Disc		Apps	Pass	Fail	Disc		Apps		
Announcement/Pre-Screening	72%	28%	0%		54,789	73%	27%	0%		7,453		
Entrance Examination	28%	25%	47%		37,492	28%	26%	46%		3,199		
Qualifications	84%	16%	0%		8,390	85%	15%	0%		1,087		
Interview	82%	7%	11%		4,844	80%	7%	13%		1,254		
Medical Exam	85%	7%	8%		4,148	90%	4%	6%		936		
PFT1	88%	3%	8%		5,880	88%	2%	10%		1,360		
eQIP	100%	0%	0%		n/a	100%	0%	0%		n/a		
Polygraph Phase	22%	65%	13%		3,682	22%	66%	12%		774		
Background Investigation	57%	35%	8%		1,610	70%	24%	6%		289		
Official Offer	69%	22%	9%		605	52%	29%	19%		144		
Drug Test	100%	0%	0%		405	100%	0%	0%		91		
PFT2	90%	8%	2%		440	87%	10%	3%		77		
Overall Pass Rate 0.81%							0.75%					

Pass Fail Discontinue

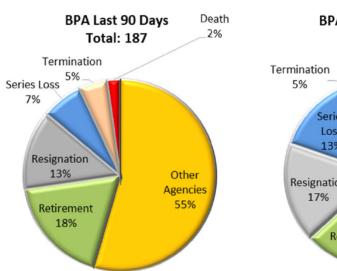
## **Annualized Bi-Weekly Attrition Rates**

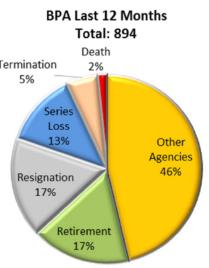


#### Sources of CBPO Attrition

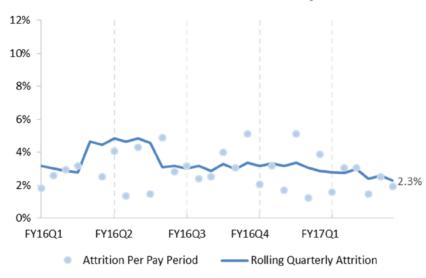


#### Sources of BPA Attrition

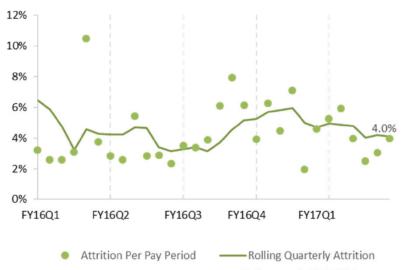




#### **CBPO Annualized Attrition Per Pay Period**



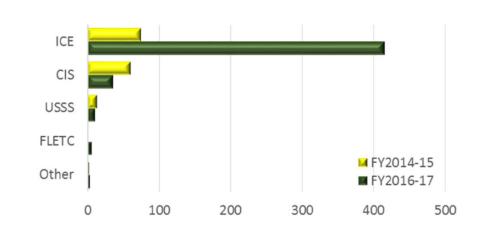
#### **BPA Annualized Attrition Per Pay Period**



## **Movement to Other Agencies & Process Time Comparison**



## **BPA Movement to Other Agencies**





## **Hiring KPI Comparison**

СВРО	Process Pass Rate	Time-to- Hire	Number of Applicants	Overall Hiring Rate	Attrition Rate
FY14	N/A	459*	39,118	5.1%	3.2%
FY15	1.21%	417	45,042	3.0%	3.0%
FY16	0.97%	368	55,018	3.3%	3.4%

<sup>\*</sup> Time from announcement to EOD cannot be calculated for FY14. Time-to-hire is time from TSL to EOD, plus the early FY15 average time from Announcement Close to TSL of 118 days.

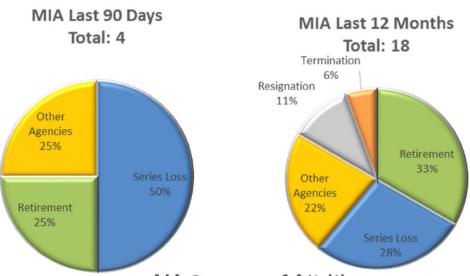
ICE; 101; 88%

ВРА	Process Pass Rate	Time-to- Hire	Number of Applicants	Overall Hiring Rate	Attrition Rate
FY14	N/A	828*	0	2.1%	4.7%
FY15	0.42%	605	59,237	2.3%	5.5%
FY16	0.56%	306	62,728	2.5%	4.3%

## **Annualized Bi-Weekly Attrition Rates**



#### MIA Sources of Attrition

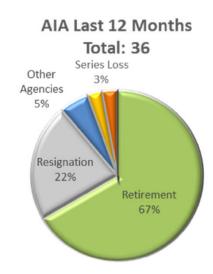


**AIA Sources of Attrition** 

Termination Other Retirement Agencies 45% 22% Resignation 22%

AIA Last 90 Days

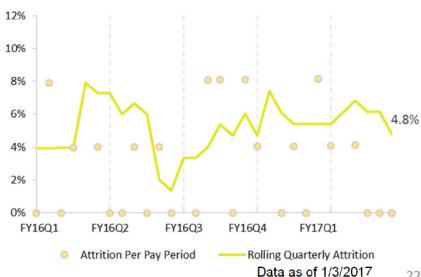
Total: 8



**MIA Annualized Attrition Per Pay Period** 



**AIA Annualized Attrition Per Pay Period** 



# **Background**



# **NFRC Project Updates**



	Task	Completion Date	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
	Movie Theater Advertising Campaign	1/21/2017						
gu	Big 10 Football Championship Game, Indianapolis, IN	12/3/2016				1		
rketi	Spartan Event - Convers, GA	12/4/2016				į		
/Ма	Spartan Event - Bunnell FL	12/10/2016				i		
ising	Big XII Armed Forces Bowl - Ft Worth, TX	12/23/2016						
Advertising/Marketing	Big XII Texas Bowl - Houston, TX	12/28/2016						
Ad	Midwest Movie Theater Promotion Campaign	1/27/2017				ļ		
	Linked In Campaign	12/31/2017				ı		
٧٥	Plan cbp.gov/careers enhancements	10/3/2016				i		
cbp.gov	Develop cbp.gov/careers content and publish changes	1/31/2017						
ਨ	Communicate cbp.gov/careers changes and build backlog	3/31/2017				ļ.		
a a	Conduct Technical Assessment of CBP's Digital Platforms	11/30/2016				į		
Digital Media	Develop Digital Media Strategy	12/31/2016						
	Develop Digital Media Implementation Plan	1/31/2016						
) }	Develop NFRC's FY17 Strategy	9/30/2017				I I		
NFRC Strateg	Develop NFRC's Proposed Operating Model	9/30/2017				į		
l St	Finalize NFRC's FY17 Strategy	11/14/2017				i		
er Ig	Develop Draft Recruiter Curriculum Outline	9/30/2016				ı		
Recruiter Training	Implement SERT Recruiter Training	3/31/2017						
Re Tr	Scope OTD Recruiter Training	7/31/2017						
rce	Develop Salesforce-Based Recruitment Event Tracking Tool	11/30/2016				İ		
Salesforce	Obtain Necessary Approvals to use Salesforce and Test	12/31/2016						
Sal	Roll-out Salesforce Pilot	1/31/2016				-		

## **Policy Initiative Status – Entrance Exam Unfunded Project Descriptions**



Project	Activity	Key Points	Timeframe for Completion	
BPA Entrance Exam Validation Study	Conduct a validation study of the BPA Entrance Exam to predict success	<ul> <li>Focus is to determine if the Entrance Exam can predict success in the Academy and on the Job</li> <li>PRAD is in the process of finalizing measures for inclusion into the study</li> </ul>		
FY17 Funding Expected	Develop new versions of the Artificial Language Test (ALT)	<ul> <li>Artificial Language Tests will be included in the BPA Entrance Exam Validation Study for GL-5 and GL-7</li> </ul>	9 Months	
	Administer at-home assessments	Data on any at-home assessment options will be collected during the validation study		
	Surge of contractor Industrial and Organizational (I/O) Psychologist Services to implement Computer Adaptive Testing (CAT) faster	Would require 9,000 hours of work at a cost of \$2,070,000 and programming costs of \$400,000 to implement test	12 Months	
Computer Adaptive Testing (CAT)  Future Funding TBD	Develop CAT Logic Based Measurement (LBM) and Arithmetic Reasoning tests for CBPO Entrance Exam	<ul> <li>Staff will develop new item pool, collect data on item pool, and implement new CAT program. Surging with extra staff or contractors will speed up timeline</li> <li>Would required \$300,000 for programming; plus 3.5 FTEs or \$1,449,000 in contracted staff</li> </ul>	20 Months	
	Develop CAT LBM test for BPA Entrance Exam	<ul> <li>Staff will develop new item pool, collect data on item pool, and implement new CAT program. Surging with extra staff or contractors will speed up timeline</li> <li>Would require \$100,000 in programming; plus 1.5 FTEs or \$621,000 in contracted staff</li> </ul>	ZU IVIOIILIIS	

Subject: B1 VTC with CPAs and DCPAs TODAY

**Location:** OBP CR#1

**Start:** Thu 1/12/2017 3:30 PM **End:** Thu 1/12/2017 4:00 PM

**Show Time As:** Tentative

Recurrence: (none)

Meeting Status: Tentatively accepted

Organizer: MORGAN, MARK A (USBP)

Required Attendees: BP Field Chiefs; BP Field Deputies; ROBERT L BOATRIGHT

(b) (6), (b) (7)(C) (b) (6), (b) (7)(C) SCOTT A LUCK (USBP) (b) (6), (b) (7)(C)

CRINLEY S HOOVER (b) (6), (b) (7)(C)
PROVOST (OPR) (b) (6), (b) (7)(C)

(MARIO.VILLARREAL@CBP.DHS.GOV); GLORIA CHAVEZ I

(b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)
USBP HQ Adjutants; (b) (6), (b) (7)(C)

**CARLA** 

Good Afternoon,

I apologize for the short notice. Chief Morgan will hold a VTC this afternoon with field commanders.

Sector CPAs and DCPAs ONLY.

If you cannot conduct the VTC, telecon info is below.

Set up for the call will begin at 1600 EST.

Telecon

Access Number: (b) (7)(E)Participant Code: (b) (7)(E)

Thank you.

(b) (6), (b) (7)(C)

Assistant Chief
Adjutant to Mark A. Morgan
Chief, U.S. Border Patrol

U.S. Border Patrol Headquarters

Office: (b) (6), (b) (7)(C) | Mobile: (b) (6), (b) (7)(C)



#### **Customs & Border Protection**

**Bridge Request Form** 

Video Teleconferencing

		Request	or / Point of Con	tact				
Primary POC: Primary Location Primary Phone:	:		Cell Phone:					
E-mail Adress:								
Site VTC#:		Conference	Appointment D	otaile				
Conference Date:		Contelence	Appointment b	Clairs				
Reoccurrance:	Monday Daily	Tuesday Weekly	Wednesday	Thursday	Friday	_		
Duration:				(Please alow 30 n	ninute pre-conn	ection window f	for you conference	
Number of VTC S	Sites:	Start	Finish	meeting.)				
window contains a	view of the particip	•	ites. The benefit of c	ontinuous presence	e is that you can		r more windows. Each neeting participants a	
Please select one	e of the following	options:						
				0000				
	wo By- 2X-V"Two contal" Vertical'	-,,	9X"Nine By" 4+1 ollywood\$q.) "Four + C	5+1 )ne" "Four + One" "Se	7+1 even + One"			

Additional Viewing Modes (4X4, 8+2, 12+1): Large conferences of 10 or more sites may benefit from these three viewing modes. Lecture Mode is also available in these views. The small windows may be too small to be useful on a small TV screen.

UPON RECEIPT OF BRIDGE CONFIRMATION, PLEASE CONTACT ALL CONFERENCE PARTICIPANTS TO ENSURE THAT THE PARTICIPATING LOCATIONS HAVE RESERVED THE APPROPRIATE ROOM AND ASSISTANCE IS AVAILABLE, IF NECESSARY, TO OPERATE THE EQUIPMENT

#### Videoconferencing Tips and Features

#### Tips for a Successful Videoconference

- Be prepared Before the videoconference, prepare and distribute an agenda to the remote sites. Preparing a written agenda helps you accomplish your goals in the time allotted.
- Clothing Clothing patterns and colors will contribute to the appearance of the video. Avoid clothes with lots of designs or patters, as well as solid outfits with bold, bright colors. Black and neutral colors look best on video.
- Introduce all conference participants At the start of the conference, introduce everyone at all sites of the conference, even those not in camera range. If additional people join a conference while it is in session, take the time to introduce the newcomers. Participants may also join the meeting via telephone.
- Act naturally Use gestures, facial expressions, notes and graphics just as you do in face-to-face meetings. They add life to your meeting and keep your presentation interesting.
- Speak naturally The microphones can easily pick up the sound of conversation, so there is no need to shout. Participants should speak one at a time to ensure that everyone is understood.
- Keep everyone involved Direct comments and ask questions of people at all sites to encourage participation.

#### Video.....Video Problems - No Video, Interference or Freeze-ups

- Verify the monitor is turned on and the right video input is selected
- · Check to ensure the correct camera source is selected
- · Verify all cable connections are secure on the system.
- • Reboot the video unit

# SECULIA SECULA

#### **Customs & Border Protection**

Bridge Request Form VTC Program

Date: 7/11/2016

FLAND SECUL		Requestor	r / Point of Con	ıtact		
Primary POC:			(b) (6), (b) (7)(C)			
Primary Location:		Conf	ference Room (b)	(7)(E)		
Primary Phone:	(b) (6), (b) (7		Cell Phone:		(6), (b) (7)(C)	
E-mail Adress:			(b) (6), (b) (7)(C	C)		
Site VTC#:			(b) (7)(E)			
		Conference A	ppointment Do	etails		
Conference Date:			8/22/2016			
Reoccurrance:	Monday	Tuesday	Wednesday	Thursday	Friday	
		Daily	Weekly		Monthly	
Duration & Time Zone:	4:00	5:00		e window is reco		
	Start	Finish	connection prior	to your schedule	ed meeting time.)	
Number of VTC Sites:	_	20				
		Conference	e Screen Optio	on		
VTC Screen Option: Conwindows. Each window con of the meeting participants	tains a view of the part	icipants at the remote	sites. The benefit o	of continuous pre	sence is that you can see	all
Please select one of the f	ollowing options:		1	- Continual Pres	ence	
					0000	
1 - Continual Presence	2X "Two By"	2X-V "Two By- Vertical	3X = 2 side-by-side w/ Large Screen Top or Bottom	4X "Four By"	4+1 "Four+One"	
9X "Nine By" (Hollywood Sq.)	7+1 "Seven+One"	5+1 "Five+One	y"	0000		
				Otl	her Options	

Additional Viewing Modes (4X4, 8+2, 12+1): Large conferences of 10 or more sites may benefit from these three viewing modes. Lecture mode is also available. The small window may be too small to be useful on a small TV screen/monitor.

UPON RECEIPT OF BRIDGE CONFIRMATION, PLEASE CONTACT ALL CONFERENCE PARTICIPANTS
TO ENSURE THAT THE PARTICIPATING LOCATIONS HAVE RESERVED THE APPROPRIATE ROOM
AND ASSISTANCE IS AVAILABLE, IF NECESSARY, TO OPERATE THE EQUIPMENT

#### **VTC Conference Participants**

Please use Update\_Field700Number/CBP DIRECTORY as reference

	use Upaate_Field/UUIN		POC Contact	1
VTC Participants	Site Name	POC Contact Name	Number	VTC Number
1	Del Rio	(b) (6), (	b) (7)(C)	(b) (7)(E)
2	(b) (7)(E)	_		
3	Buffalo			
4	Detroit			
5	Grand Forks	_		
6	Havre			
7	Miami			
8	El Paso			
9	New Orleans			
10	Ramey			
11	SOG			
12	Swanton			
13	Yuma			
14	Tucson			
15	RGV			
16	Laredo			
17	Blaine			
18	San Diego			
19	El Centro			
20	Houlton			

Note: VTC Bridge Administrator will not be responsible for the coordinating with each location on the availability of the room or with the operation of the equipment during the scheduled conference. The VTC Bridge Administrator will provide assistance with connectivity issues and test calls prior to the conference. The Requestor is then responsible to forward this information to the teleconference participants. When requesting a CBP Video Teleconferencing Bridge, it is recommended that you provide 24 hour notification prior to desired conference date.

FOR TECHNICAL ASSISTANCE DURING YOUR VIDEOCONFERENCE, PLEASE CONTACT VTC OPERATIONS AT (b) (6), (b) (7)(C)

**Subject:** B2 roundtable meeting to discuss Facilities and Fence issues

**Location:** Teaming area

**Start:** Wed 1/25/2017 10:00 AM **End:** Wed 1/25/2017 11:00 AM

Recurrence: (none)

**Meeting Status:** Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: CHAVEZ, GLORIA I; HULL, AARON A; BOVINO, GREGORY K; HOOVER, CRINLEY S;

(b) (6), (b) (7)(C)

Optional Attendees: (b) (6), (b) (7)(C)

Deputy Provost would like to meet with directorate heads to discuss facilities and fence issues in anticipation of meetings this afternoon.

**Subject:** B2 will be at the ATC (All Day)

**Location:** ATC

 Start:
 Wed 1/11/2017 12:00 AM

 End:
 Thu 1/12/2017 12:00 AM

**Show Time As:** Free

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

Categories: Travel Required

**Subject:** Border Infrastructure Discussion

**Location:** 4.4A Commissioner's small Conference Room

**Start:** Mon 1/23/2017 2:00 PM **End:** Mon 1/23/2017 3:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: CBP COMMISSIONER SCHEDULER

Required Attendees: (b) (6), (b) (7)(C) ; BOVINO, GREGORY K; DCC10A-RMB-

COMMISSIONER-CN-RM; (D) (D) (7)(C); FLANAGAN, PATRICK S; ALLES, RANDOLPH D; BORKOWSKI, MARK S; MORGAN, MARK A (USBP); PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) CALVO, KARL H.; VITIELLO, RONALD D (USBP); (D) (6), (b) (7)(C) COLORDIST (D) (D) (G), (b) (7)(C) SMITH,

(b) (6), (b) (7)(C); OC BRIEFING STAFF; (b) (b), (b), (b), (c), (b) (7)(C)

FREDERICK B (OCC); (b) (6), (b) (7)(C)

HIGHSMITH, ANNMARIE (OCC); (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) WILLIAMS, JAYE M; (b) (6), (b) (7)(C) (b) (6), (b) (7)(C) AINE, JEFFREY; BLOW, TREVOR A; SCHIED, EUGENE; LOWRY, KIM M;

(b) (6), (b) (7)(C) .; QUINN, TIMOTHY (b) (6), (b) (7)(C) NEWMAN, EMILY P (b) (6), (b) (7)(C) FALK, SCOTT K (OCC); (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) LANDFRIED, PHIL A

Please do not forward, if you are unable to attend or have any questions please let me know.

(b) (6), (b) (7)(C)

(b) (7)(E) PIN: (b) (7)(E)

Subject: C1 Farewell

**Location:** 4.4A

 Start:
 Tue 1/17/2017 11:00 AM

 End:
 Tue 1/17/2017 1:00 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

**Subject:** C1 Farewell Event at Eisenhower Building

**Location:** Eisenhower Building

**Start:** Tue 1/10/2017 2:00 PM **End:** Tue 1/10/2017 4:00 PM

**Show Time As:** Tentative

**Recurrence:** (none)

Meeting Status: Not yet responded

Organizer: (b) (6), (b) (7)(C)

<<FW: Commissioner Gil. Kerlikowske Farewell Event >>

From: PROVOST, CARLA (USBP)

Sent: Thursday, December 15, 2016 11:58 AM

To: (b) (6), (b) (7)(C)

**Subject:** FW: Commissioner Gil. Kerlikowske Farewell Event

Follow Up Flag: Follow up Flag Status: Flagged

We need to coordinate who is attending I guess.

Carla L. Provost
Deputy Chief
USBP

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C) On Behalf Of CBP RSVP

Sent: Thursday, December 15, 2016 12:45 PM

Subject: Commissioner Gil. Kerlikowske Farewell Event

We kindly request the pleasure of your company to celebrate

R. Gil Kerlikowske

Commissioner, U.S. Customs and Border Protection

Ht an event to honor his over 40 years of public service

Eisenhower Executive Office Building

Indian Treaty Room

Tuesday, January 10, 2017

at three o'clock

Your reply is requested by December 30, 2016

Please  $RSOP_{to}(b)$  (6), (b) (7)(C)

**Subject:** C2 Call to DHS

**Location:** Small Conference Room

 Start:
 Fri 1/13/2017 9:00 AM

 End:
 Fri 1/13/2017 10:00 AM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

Subject: Call w/(b) (6), (b) (7)(C)

 Start:
 Tue 1/31/2017 12:30 PM

 End:
 Tue 1/31/2017 1:00 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

He is available for Lync call "if you want to see his smiling face" or you can call him at (b) (6), (b) (7)(C)

**Subject:** Canceled: Intelligence Directorate Brief

**Location:** Chief Provost's Office

 Start:
 Tue 1/24/2017 9:00 AM

 End:
 Tue 1/24/2017 9:30 AM

**Show Time As:** Free

**Recurrence:** (none)

Meeting Status: Accepted

Organizer: CHAVEZ, GLORIA I

**Required Attendees:** PROVOST, CARLA (USBP);

Optional Attendees: HULL, AARON A

**Importance:** High

Read Ahead is forthcoming.

(b) (6), (b) (7)(C)

Subject: CBP/ICE Operational Briefing

Location: CBP/RRB. 1300 Pennsylvania Ave, NW, Room 4.4A (Commissioner's Large Conference

Room)

(b) (6), (b) (7)(C)

**Start:** Mon 1/30/2017 12:00 PM **End:** Mon 1/30/2017 2:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer:

Required Attendees:

BriefingStaffA;	(b) (6)
	(b) (6)
Kirstjen Nielsen	(b) (6)
	(b) (6)
	(b) (b)
	(b) (6) MCALEENAN, KEVIN K; CBP COMMISSIONER
SCHEDULER;	(b) (6), (b) (7)(C)
	(b) (6), (b) (7)(C)
	Glawe, David; (b) (6), (b) (7)(C)
	(b) (6), (b) (7)(C) ERO Scheduler;

Owen, Todd C (AC OFO); ALLES, RANDOLPH D; (b) (6), (b) (7)(C)

PROVOST, CARLA (USBP)

#### DO NOT FORWARD OR COPY THIS INVITATION

If there are any questions, please contact me at

(b) (6)

#### **Attendees**

Secretary

**Acting Deputy Secretary** 

Kirstjen Nielsen

(b) (6), (b) (7)(C

Kevin McAleenan, CBP

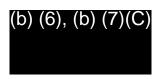
(b) (6), (b) (7)(C)

David Glawe, I&A

(b) (6), (b) (7)(C)

Randolph Alles, CBP Todd Owen, CBP Carla Provost, CBP

<sup>\*</sup>this is in advance of the Secretary's trip to Texas/McAllen\*



**Subject:** Checkpoint Settlement Options

**Location:** Conf. Rm. 1

**Start:** Thu 1/26/2017 9:00 AM **End:** Thu 1/26/2017 10:00 AM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

Required Attendees: MORGAN, MARK A (USBP) (b) (6), (b) (7)(C)<sub>CARPIO</sub>, PHILIP (OCC); (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Office of Chief Counsel will be presenting Chief Morgan and Deputy Chief Provost with options to settle a Checkpoint lawsuit.

OCC – If there are read aheads please email them prior to the meeting.

#### (b) (6), (b) (7)(C)

Operations Officer Adjutant to Carla Provost Deputy Chief, U.S. Border Patrol U.S. Border Patrol Headquarters O:(b) (6), (b) (7)(C) M (b) (6), (b) (7)(C)

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Subject: Close Out **Location: Teaming Area** 

Start: Thu 1/26/2017 3:00 PM End: Thu 1/26/2017 3:30 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

Organizer: PROVOST, CARLA (USBP)

HULL, AARON A; CHAVEZ, GLORIA I; BOVINO, GREGORY K; HUDSON, RICHARD M; (b) (6), (b) (7)(C) SINGLETON, RUYNARD R; (b) (6), (b) (7)(C) **Required Attendees:** 

BEESON, PAUL A

Call in info:

(b) (7)(E) Code: (b) (7)(E)

Correspondence B2s Office Subject:

**Location:** 

Fri 1/6/2017 7:00 AM Start: Fri 1/6/2017 7:30 AM End:

**Recurrence:** (none)

Organizer: PROVOST, CARLA (USBP)

Subject: CPA

**Location:** Chief's Teaming Room

**Start:** Mon 1/9/2017 1:00 PM **End:** Mon 1/9/2017 1:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: MORGAN, MARK A (USBP)

**Required Attendees:** PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP)

From: (b) (6), (b) (7)(C)

Sent: Friday, January 6, 2017 6:51 PM

To: MORGAN, MARK A (USBP) (b) (6), (b) (7)(C)

Subject: Border Patrol Academy

Good Evening Chief,

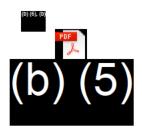
I'm looking forward to visiting with you on Monday. I know your time is in short supply, especially on Mondays, so I'll make my visit quick.

### (b) (5)

AC Hall asked that I forward you the below link from a Ted Talk regarding such subject, if you have a few minutes between now and then to watch it.

https://www.ted.com/talks/sal khan let s teach for mastery not test scores?language=en

Have a great weekend,





DEC 05 2016

MEMORANDUM FOR: Executive Assistant Commissioner, Enterprise Services

Assistant Commissioner, Training and Development

Chief, U.S. Border Pate (b) (6), (b) (7)(C)

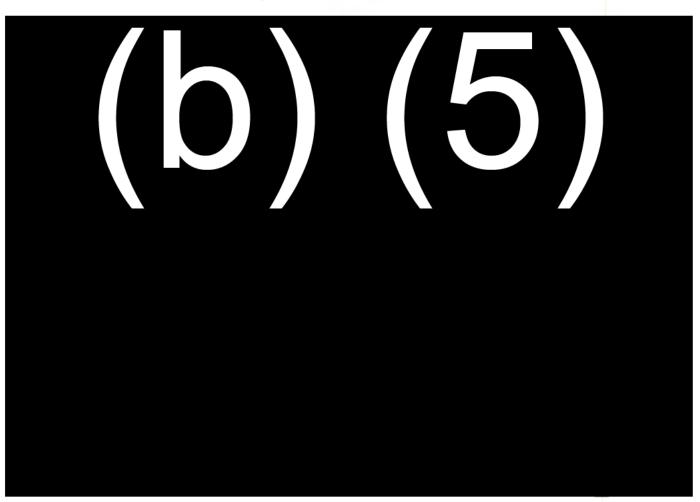
FROM:

Chief Counsel

SUBJECT:

Revisions to Border Patrol Academy

Integrated Curriculum



(b) (5), (b) (6), (b) (7)(C)

**Subject:** EAC Meeting

**Location:** Large Conference Room

**Start:** Mon 1/30/2017 11:45 AM **End:** Mon 1/30/2017 12:15 PM

**Show Time As:** Tentative

**Recurrence:** (none)

Meeting Status: Not yet responded

Organizer: CBP COMMISSIONER SCHEDULER

Required Attendees: YOUNG, EDWARD E; PROVOST, CARLA (USBP); SMITH, BRENDA BROCKMAN; Owen,

Todd C (AC OFO); PATRICK S FLANAGAN (b) (6), (b) (7)(C)

**Subject:** Emergency Supplemental Options // 3 Rs Coordination

**Location:** Conference Room 1

**Start:** Mon 1/23/2017 1:00 PM **End:** Mon 1/23/2017 1:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b) (6), (b) (7)(C)

Required Attendees: Conference Room 1; MORGAN, MARK A (USBP); LUCK, SCOTT A (USBP); CHAVEZ,

GLORIA I; HULL, AARON A; BOVINO, GREGORY K; QUINN, TIMOTHY; GOLDMAN, ERIC;

(b) (6), (b) (7)(c) HOOVER, CRINLEY S; USBP HQ Adjutants; (b) (6), (b) (7)(C)

Optional Attendees: (b) (6), (b) (7)(C) PROVOST, CARLA (USBP) (b) (6), (b) (7)(C) HUDSON

RICHARD M



Meeting rescheduled for 2:00pm.



#### Good afternoon,

This is to discuss supplemental option(s) to reach a strategic decision.

- Purpose: Emergency Supplemental Options // 3 Rs Coordination
- •Intent: Informational/Decisional
- People in attendance: Names on Invite.
- Read-Aheads: Attached

Respectfully,

#### (b) (6), (b) (7)(C)

**Operations Officer** 

Adjutant to MROD Executive Director C. Scott Hoover

**U.S. Border Patrol** 

Mission Readiness Operations Directorate

c. (b) (6), (b) (7)(C)

o. (b) (6), (b) (7)(C

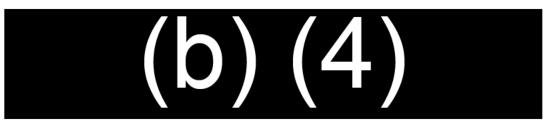
#### **USBP Retention Incentives**



#### **USBP Retention – 1. Humanitarian Mission Contract Support**

Non-Core Mission Accounts for Nearly 50% of Rio Grande Valley Workload

- USBP 3 SW Border Missions:
  - National Security
  - Law Enforcement (LE)
  - Humanitarian Mission
- Unaccompanied Children & Family Members account for 47% of RGV apprehensions\* (33% Nationwide)

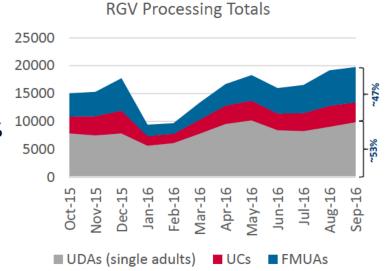


- 'Contingency Humanitarian Contract' better value
  - Replaces GS-12 BPAs with contract staff\*
- Re-employed annuitants offer bridging strategy to contract execution (\$10.9M)
- Total Projected Cost:

(b) (4)



Calculated from \$178M in direct GS-12 hourly wages and 50% expenses to equal fully-burdened cost





Contract Support Puts Agents Back on the Line!

If Salary Surplus Retained

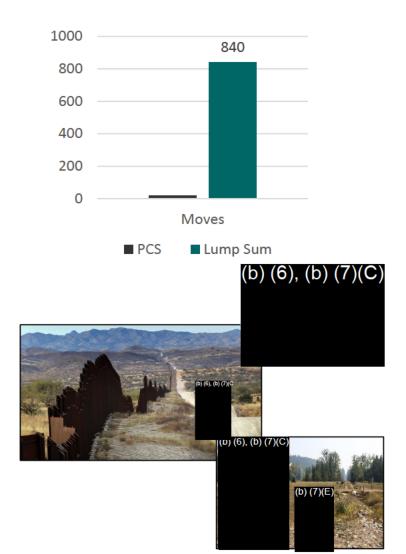
<sup>^</sup>FY16 cost with aggressive OT management

<sup>#</sup> Assumes appropriate GS grades for suitable

#### **USBP Retention – 2. Relocations**

**Vital Tool to Retaining Our Serving Agents** 

- USBP ~1000-person Human Capital Study revealed key themes of codified career path and mobility
  - · Working both toward the root cause
- First step: Relocation Program is 1-5 year effort
  - New policy 85% complete increasing transparency & "fairness"
- \$25M buys more than 850 moves
  - Utilizes GSA's Scaled Lump Sum Move FTR waiver\*
  - ~98% for 'Rank & File' includes Journeyman BPAs
  - Plan develops limited duration hardship assignments
     & subsequent moves
- Planned effort will mature into Rotation Program
  - Promoting moves within codified career path
  - Requires new policy, career field managers, dedicated funding, etc. – vital to get this right first
- Total Cost: \$25M (FY17) ... will grow with maturation



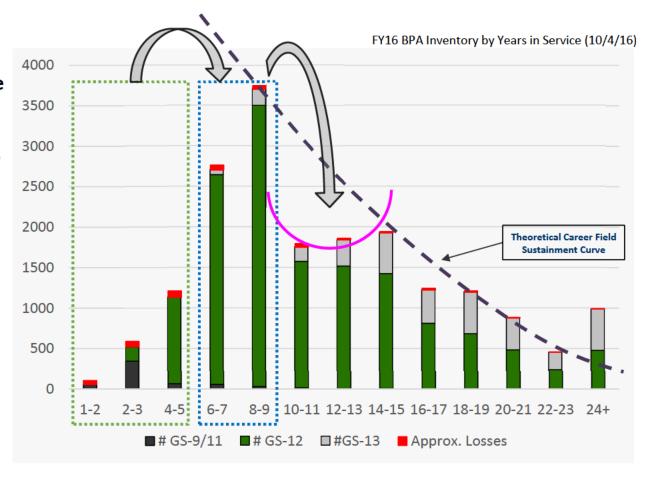
\*Will re-evaluate effectiveness before FY18 execution

#### **USBP Retention – 3. Incentive 'Contracts'**

Targeted Approach to Maintaining a Sustainable Force

- FY11-16 62% Loss to Other Agencies, OFO & Resignations produced 'bathtub' in Sustainable Force – 3K Agents
- \$7.8M of Retention Incentives for
   1717 agents in the Green Box
   with a 5-year service agreement \$25K per agent^^
- \$22.9M of Retention Incentives for < 6412 agents in the Blue Box with a 3-year service agreement -\$12K per agent^^
- FY17 Pilot Program Cost: \$30.7M

Losses							
	FY11	FY12	FY13	FY14	FY15	FY16	
Losses to Other Agencies	112	121	78	85	273	282	
Resignations	313	232	207	222	177	132	
Series Loss	49	54	77	282	326	122	
Total	474	407	362	589	776	536	
Percentage	58%	60%	56%	60%	69%	66%	



<sup>\*</sup>Of GS13s, only SBPAs receive retention incentives

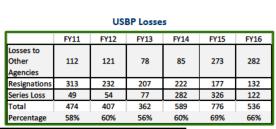
<sup>&</sup>quot;Assumes a 90% acceptance rate

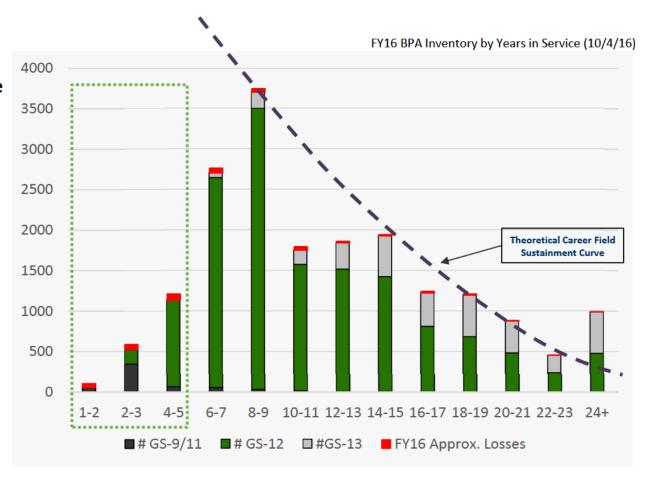
<sup>^</sup> Total payout is \$38.6M & \$69.3M for green & blue boxes respectively

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- FY17 Pilot Program Cost: \$30.7M





<sup>\*</sup>Of GS13s, only SBPAs receive retention incentives

<sup>&</sup>quot;Assumes a 90% acceptance rate

<sup>^</sup> Total payout is \$38.6M & \$69.3M for green & blue boxes respectively

Subject:

 Start:
 Thu 1/5/2017 4:30 PM

 End:
 Thu 1/5/2017 5:00 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

Subject: Farewell Reception - Operations Support Executive Director (b) (6), (b) (7)(C)

**Location:** 4.2W-20

 Start:
 Fri 1/13/2017 12:00 PM

 End:
 Fri 1/13/2017 12:30 PM

**Recurrence:** (none)

We need to RSVP << Farewell Invite.docx>>



#### FAREWELL RECEPTION

Please join Operations Support, to bid farewell and say thanks

to

Executive Director

(b) (6), (b) (7)(C)

12 – 1 PM, Friday, January 13, 2017 Ronald Reagan Building, 4.2E-20

RSVP to (b) (6), (b) (7)(C)

(b) (6), (b)  $(7)(C)_{br}$  (b) (

(b) (6), (b) (7)(C)

Subject: **Border Corruption Campaign** 

Location: 6.5E-Teaming Area

Start: Wed 1/4/2017 9:00 AM End: Wed 1/4/2017 9:30 AM

Recurrence: (none)

**Meeting Status:** Meeting organizer

Organizer: PROVOST, CARLA (USBP)

KARISCH, RODOLFO; (b) (6), (b) (7)(C) LUCK, SCOTT A (USBP); HULL, AARON **Required Attendees:** 

A; CHAVEZ, GLORIA I; (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C) **Optional Attendees:** 

Chiefs,

on their Border Corruption Campaign. Chief Provost would like to meet to discuss our possible collaboration with the C-1 would like to see if CBP can collaborate with them on this campaign.

http://www.sandiegouniontribune.com/news/courts/sd-me-border-corruption-20161230-story.html

**Subject:** Fence Discussion

**Location:** 4.4A Commissioner's Small C/R

**Start:** Wed 1/25/2017 1:00 PM **End:** Wed 1/25/2017 1:30 PM

**Recurrence:** (none)

Meeting Status: Accepted

Organizer: ALLES, RANDOLPH D

Required Attendees: DCC10A-RMB-COMMISSIONER-CN-RM; MORGAN, MARK A (USBP); PROVOST, CARLA

(USBP); CALVO, KARL H.; (b) (6), (b) (7)(C)

WILLIAMS, JAYE M; LANDFRIED, PHIL A; (b) (6), (b) (7)(C)

FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

Topic: Discuss the Executive Order and talk about a way ahead

Additional people as needed can be added to the meeting invite but please do not forward this invitation, if you are unable to attend or would like to request additional attendees please let me know. (b) (6), (b) (7)(C)

BM: No

Subject: Fence Update/CBP Land Domain Surveillance, Detection and Cueing Pre-Brief (JRC)

**Location:** Chief's Teaming Area

**Start:** Tue 1/10/2017 9:00 AM **End:** Tue 1/10/2017 10:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: MORGAN, MARK A (USBP)

Required Attendees:

(b) (6), (b) (7)(C)

BOVINO, GREGORY K; CARDOZA, JESSE A; (b) (6), (b) (7)(C)

CARLA PROVOST (OPR) (b) (b) (6), (b) (7)(C

(b) (6), (b) (7)(C)

All,

Thank you for the late schedule change.

Below is a tentative timeline.

All are welcome to stay for both briefs.

Please forward as appropriate.

Thank you.

1000-1045: Fence update 1045-1100: JRC Pre-Brief







Planning 10093kil Eudophoum C289 Dosmosiin Guiidlano v. 1032, 103... siigmeel Lanol Rika... Openstiing Como ....

## CBP Domain Operating Concepts Overview

(b) (6), (b) (7)(C)

Director, Capabilities Requirements Division (CRD)

Planning, Analysis, Requirements and Evaluation (PARE) Directorate

Operations Support

U.S. Customs and Border Protection (CBP)



#### U.S. Customs and Border Protection

Operations Support (OS)

Planning, Analysis, Requirements and Evaluation (PARE) Capability Requirements Division (CRD)



#### Introduction

A Domain Operating Concept by definition articulates a high order vision of how, CBP will operate. It cannot by itself provide enough detailed guidance necessary to realize the CBP of 2030. It can however, describe the future operating environment, advance new concepts for joint/combined operations and suggest attributes that will define the future CBP operating force. In this way the Domain Operating Concepts aim to establish a bridge from the new strategic guidance to subordinate concepts, force development guidance, and follow on doctrine. The Domain Operating Concepts recognize that CBP is only one element of DHS and national security. In many cases strategic success will turn on our ability to operate in concert with the rest of the US Government, including state, local, and tribal partners.

Domain Operating Concepts (DOCs) explain "<u>how</u>" CBP envisions conducting operations within a specific operating domain to fulfill directed strategies and missions.





#### **Purpose and Outline**

<u>Purpose</u>: To provide an overview of CBPs Domain Operation Concept(s) development plan.

#### **Outline**:

- What is a Domain Operating Concept?
- Purpose and Use of Domain Operating Concepts (DOCs)
- CBP DOC Development Plan
- Plan of Action and Milestones (POA&M)





#### What is a Domain Operating Concept?

- Foundation for follow on Capability Development.
- CBP Strategic Message to internal and external audiences..."This is how
  we intend to operate".
- Each DOC will have a common framework, defining:
  - the Operating Environment
  - the Mission

U.S. Customs and Border Protection

- the mission lead and supporting mission partners
- the Capabilities needed
- illustrative vignettes
- Provides a unified, strategy based, conceptual description of current and future operations.
- Guides internal CBP capability development and operational context to external audiences.





#### Purpose and Use of Operating Concepts

The "What"

National Security Strategy
National Homeland Security Strategy
Homeland Security Quadrennial Review
DHS, CBP & Sub-Component Strategic Plan

The "How"

**Vision Statements** 

**Operating Concepts** 

**Functional / Integrating Concepts** 

The "Development"

Strategic Capability Capability Doctrine Training Communications Analysis Development Development Development

Exercises & Experimentation

Congress GAO DHS

What do I need? What do I have? What are my gaps? Materiel & non-Materiel solutions

Training based on doctrine and mission essential tasks

Assessments and Feedback to Concepts & Development

The "Execution"

Performing the Mission and Essential Tasks

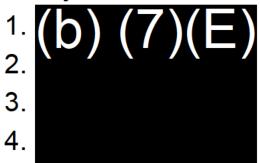
operations

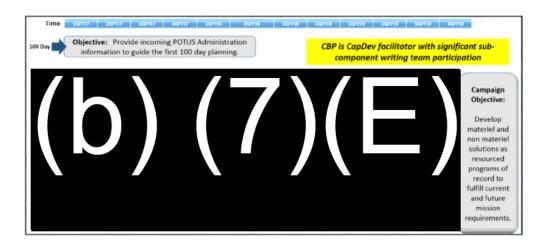




#### **CBP DOC Development Plan**

- CBP is developing 4 DOCs as part of the CBP Capability Development Campaign Plan.
- Priority of Effort:



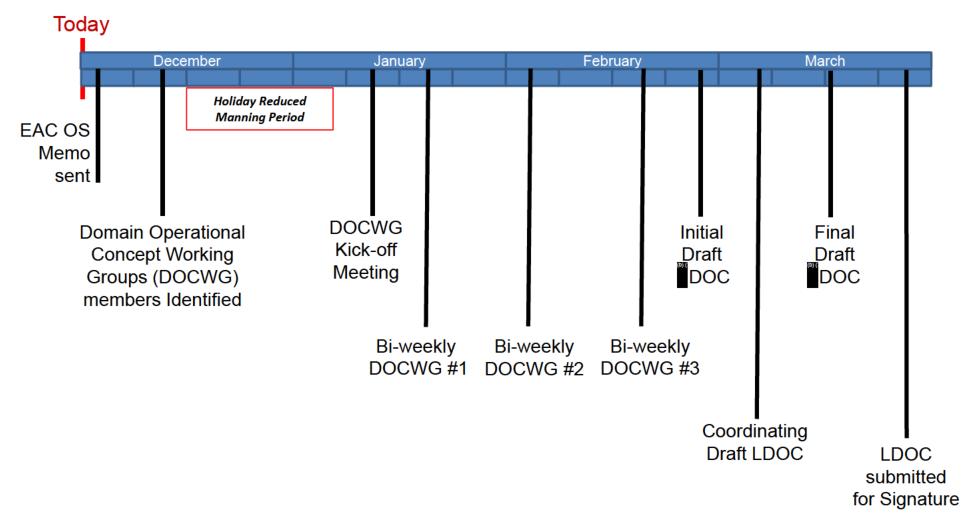


- "Core" writing teams with SME working groups.
- Overall DOC development forecasted as an 18 month effort.
- DOC development forecasted as a 4 month effort.
- Focused on today through 2030.





## (b) (7)(E) Domain Operating Concept DOC) Plan of Action and Milestones (POA&M)





### Discussion

## Back-Up

#### **Crosswalk Product Due Dates**

	vanc i rodao	Due Dates					
Product	RAD (14 Oct 2016)	USDM (31 Oct 2016)	CBP CapDev Campaign Plan				
(b) (7)(E)							
CAR		Jan 31, 2017	4QFY17				
MNS		March 1, 2017	2QFY18				
CONOPS		June 1, 2017	3QFY18				
ORD			3QFY19				
(b) (7)(E)							
CAR		Jan 31, 2017	4QFY17				
MNS		March 1, 2017	2QFY18				
CONOPS		June 1, 2017	3QFY18				
ORD			3QFY19				
(b) (7)(E)							
CAR		Jan 31, 2017	4QFY17				
MNS		March 1, 2017	2QFY18				
CONOPS		June 1, 2017	3QFY18				
ORD			3QFY19				
(b) (7)(E)							
CAR		Jan 31, 2017	4QFY17				
MNS		March 1, 2017	2QFY18				
CONOPS		June 1, 2017	3QFY18				
ORD			3QFY19				

#### **Crosswalk Product Due Dates**

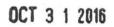
	Due Dates					
Product	RAD (14 Oct 2016)	USDM (31 Oct 2016)	CBP CapDev Campaign Plan			
(b) (7)(E)						
CAR	March 3, 2017		3QFY17			
MNS	March 3, 2017		4QFY17			
CONOPS	March 3, 2017		3QFY18			
ORD			3QFY19			
(b) (7)(E)						
CAR	March 3, 2017	Jan 31, 2017	3QFY17			
MNS	March 3, 2017	March 1, 2017	4QFY17			
CONOPS	March 3, 2017	June 1, 2017	3QFY18			
ORD			3QFY19			
(b) (7)(E)						
CAR		Jan 31, 2017	3QFY17			
MNS		March 1, 2017	4QFY17			
CONOPS		June 1, 2017	3QFY18			
ORD			3QFY19			
(b) (7)(E)						
CAR	March 3, 2017	Jan 31, 2017	3QFY17			
MNS	March 3, 2017	March 1, 2017	4QFY17			
CONOPS	March 3, 2017	June 1, 2017	3QFY18			
ORD			3QFY19			

# **Crosswalk Product Due Dates**

010331	Due Dates			
Product	RAD (14 Oct 2016)	USDM (31 Oct 2016)	CBP CapDev Campaign Plan	
(b) (7)(E)				
CAR	March 3, 2017		3QFY17	
MNS	March 3, 2017		4QFY17	
CONOPS	March 3, 2017		3QFY18	
ORD			3QFY19	
(b) (7)(E)				
CAR			3QFY17	
MNS			4QFY17	
CONOPS			3QFY18	
ORD			3QFY19	
(b) (7)(E)				
CAR	March 3, 2017	Jan 31, 2017	3QFY17	
MNS	March 3, 2017	March 1, 2017	4QFY17	
CONOPS	March 3, 2017	June 1, 2017	3QFY18	
ORD			3QFY19	
(b) (7)(E)				
CAR	March 3, 2017			
MNS/NMCR	March 3, 2017			
CONOPS	March 3, 2017			
ORD				

# **Crosswalk Product Due Dates**

	Due Dates			
Product	RAD (14 Oct 2016)	USDM (31 Oct 2016)	CBP CapDev Campaign Plan	
Enterprise Trade Case Management (ETCM)				
CAR			3QFY18	
MNS			4QFY18	
CONOPS			2QFY19	
ORD			4QFY19	
(b) (7)(E)				
CAR			3QFY18	
MNS			4QFY18	
CONOPS			2QFY19	
ORD			4QFY19	
(b) (7)(E)				
CAR			3QFY18	
MNS			4QFY18	
CONOPS			2QFY19	
ORD			4QFY19	
(b) (7)(E)				
CAR			3QFY17	
MNS			4QFY17	
CONOPS			2QFY17	
ORD			2QFY19	



MEMORANDUM FOR: R. Gil Kerlikowske



	Commissioner	
	U.S. Customs and Border Protection	
FROM:	(b) (6), (b) (7)(C) Deputy Under Secretary for Management	
	and Chief Financial Officer	
SUBJECT:	U.S. Customs and Border Protection's Land, Maritime, and Air Domain Awareness Capabilities (WF# 1133647)	
Strategic Air and Marin tasked with reviewing a Customs and Border Pro (b) (7)(E) the determine if pre-Joint R sufficiently articulated t requirements. Addition (b) (7)(E) programs. The purpose	cquisition Review Board (ARB) met to consider the future of the le Program (StAMP). The Joint Requirements Council (JRC) was and analyzing all existing capabilities documentation with U.S. otection (CBP) pertaining to the (b) (7)(E) (c) (b) (7)(E) (c) (c) (d) (equirements Integration Management System acquisition documents the capability gaps, mission requirements, operational concepts, and ally, on August 12, 2016, the ARB reviewed CBP's (b) (7)(E) and (b) (7)(E) (c) (d) (d) (f)(E) (erational status, risks and challenges, sustainment needs, and future ms.	
depicts the current CBP this CBP comprehensive	RB members identified the need for a comprehensive border plan that land, maritime, and air domain awareness capabilities. The need for border plan was also identified in ARB meetings for the (b) (7)(E) and StAMP and StAMP, March 22, and July 21, 2016, respectively.	
maritime, and air domai enterprise-level concept	onal picture, (b) (7)(E) enterprise-level concept of operations for land, n awareness capabilities. The common operational picture and	

(b) (7)(E) I am directing that CBP document and submit a current comprehensive border plan as follows:

• CBP will complete the following land domain awareness, surveillance, detection, cueing, and requirements documentation that reflects the capability requirements of Air and Marine Operations, U.S. Border Patrol, and U. S Immigration Customs Enforcement Homeland Security Investigations to address land domain threats (e.g., Land interdiction (b) (7)(E)

(b) (7)(E) Capabilities Analysis Report (due January 31, 2017); Mission Need Statement (due March 1, 2017); and Concept of Operations (due June 1, 2017). Operational Requirements Documents will be subsequently produced for the systems that contribute to land domain awareness. CBP will coordinate with the JRC on the scope and analysis that will be necessary in submitting these capability-level documents.

(b) (7)(E) will be addressed after the land domain surveillance analysis is complete.

The tasks in this memorandum supersede current open action items contained in previous Acquisition Decision Memoranda which pertain to land domain surveillance, detection, and cueing requirements documentation as reflected in the enclosure.

This memorandum has been coordinated with the appropriate DHS offices. It will be the responsibility of CBP to ensure that the results of this memorandum are communicated to the affected stakeholders. The JRC and the Office of Program Accountability and Risk Management will provide support and assistant as required. Should you have any questions, please contact

(b) (6)

(b) (6)

(c)

(c)

(d) (6)

Enclosure: "Open related ADM Action Items"

Cc:

Deputy Secretary
Deputy Under Secretary for Management
Under Secretary for Science and Technology
Assistant Secretary for Policy
Deputy General Counsel
Chief Financial Officer
Chief Information Officer
Chief Procurement Officer
Chief Readiness Support Officer
Chief Human Capital Officer

Chief Security Officer
Executive Director, Office of Program Accountability and Risk Management
Director, Office of Test & Evaluation, Science and Technology
Director of Legislative Affairs for the Management Directorate, Office of Legislative Affairs
Director, Budget Division, Office of the Chief Financial Officer
Chairman, Joint Requirements Council

### Open related ADM Action Items

1. Acquisition Decision Memorandum Jan 06 2015: US Customs & Border Protection's Strategic Air & Marine Program Acquisition Review Board.

"#8

(b) (7)(E)

(b) (/)(E)
The OAM will provide justification for requested UAS mix and laydown for UAS quantities to the JRC and Chair of ABG by March 31, 2015. The JRC and Chair AGB will provide recommended mix to my office by April 30, 2015. StAMP will discuss the planned end-state at the first semi-annual Program Review with the ARB. (S&T completed Phase I of the study, August 2016)."

2. Acquisition Decision Memorandum Apr 20 2016: US Customs & Border Protection's (b) (7)(E)

"Submit Capabilities Analysis Study Plan and Capability Analysis Report: CBP, working with the JRC, will submit a CASP by April 30, 2016, and a CAR by August 31, 2016. The CAR will explain the needs for an affordable, sustainable (b) (7)(E) in context with

- (b) (7)(E)

  The S&T Directorate will support the CAR with a technical assessment of current and projected technology, to include on-going DHS border security related research and development."
- 3. Acquisition Decision Memorandum Jul 16 2016: US Customs & Border Protection's Strategic Air and Marine Program (StAMP) Review.

documentation (e.g. Capabilities Analysis Reports, Mission Needs Statements, Concept of Operations, and Operational Requirements Documents and supporting materials for the (b) (7)(E) including overarching documentation (i.e. StAMP, MNS, ORDs and CONOPs). This documentation was submitted by CBP AMO on July 1, 2016. JRC Analysis will review and assess these documents by August 1, 2016, using JRIMS concepts as a baseline, to determine whether the pre-acquisition documents sufficiently articulate the capability gaps, mission needs, operational concepts, and operational requirements to meet the operational needs. In collaboration with CBP AMO, the JRC will advise the USM by September 30, 2016 on the sufficiency of the information in support of the material decisions, the necessary steps to resolve/address critical shortfalls, and the mitigation strategies and risks associated with not fulfilling non-critical shortfalls."

4. Acquisition Decision Memorandum April 20, 2016: U.S. Customs & Border Protection's (b) (7)(E)

"CBP, working with the Joint Requirements Council (JRC), will submit a Capabilities Analysis Study Plan by April 30, 2016, and a Capabilities Analysis Report (CAR) by August 31, 2016. The CAR will explain the needs for an affordable, sustainable (b) (7)(E)<sub>n</sub> context

(b) (7)(E) (b) (7)(E) (b) (7)(E) The Science and Technology Directorate (S&T) will support the CAR with a technical assessment of current and projected (b) (7)(E) technology, to include on-going DHS border security-related research and development."

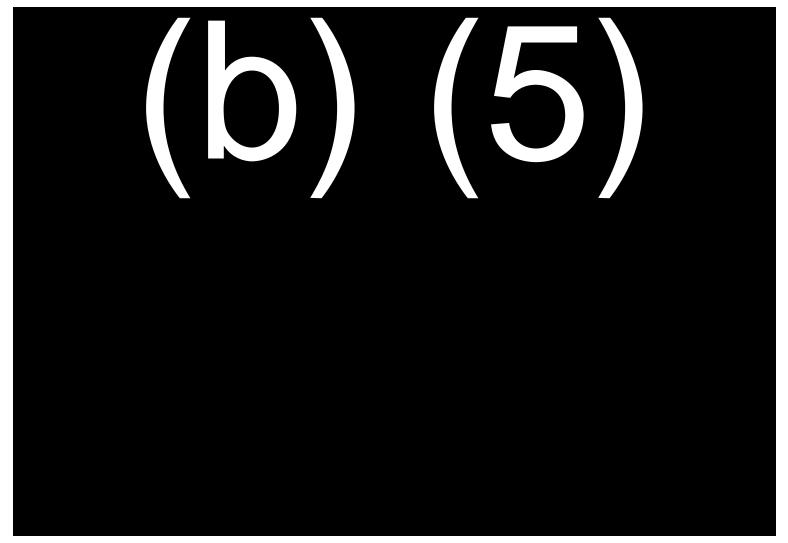
(b) (5)

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(b) (5)

(b) (5)

Position on ER for Haitians \*\*Please see below\*\* Subject: CONFERENCE CALL Dial (b) (7)(E) Pin (b) (6) in (b) (7)(E)Location: Start: Thu 1/5/2017 12:00 PM Thu 1/5/2017 12:45 PM End: Recurrence: (none) **Meeting Status:** Accepted (b) (6), (b) (7)(C) Organizer: Chiefs – FYSA....Conf Call on (b) (7)(E position on ER for Haitians....Thursday, 1/5 at 1PM - 1:45 PM (EST). ----Original Appointment----From: (b) (6), (b) (7)(C) Sent: Wednesday, January 04, 2017 11:01 AM To:(b) (6), (b) (7)(C)CHAVEZ, GLORIA I; (b) (6). (b) VITIELLO, RONALD D (USBP); (b) (7)(C)MCALEENAN, KEVIN K; (b) (6), (b) (7)(C) Cc: Subject: Position on ER for Haitians \*\*Please see below\*\* When: Thursday, January 05, 2017 1:00 PM-1:45 PM (UTC-05:00) Eastern Time (US & Canada). Where: CONFERENCE CALL Dial (b) (7)(E) Pin(b) (7)(E)in (b) (7)(E)Please make sure if you are unable to call in you provide an alternate representative, to (b) (6) to add to the invite to ensure we have all components represented on this call. Respectfully, Office of the Deputy Secretary Department of Homeland Security Direct Line Main Line ----Original Message--(b) (6) From: Sent: Tuesday, January 3, 2017 3:10 PM To: (b) (6), (b) (7)(C) Cc:



I have discussed this with RADM (b) (6), (b) (7)(C) the (b) (7)(C) the (c) Tth District Commander, who is represented on the South Florida RCT. RADM (b) (6), (b) (7)(C) is also the Director of Homeland Security Task Force Southeast.

Accordingly, the position is that we are not looking to create new policy or process, but instead to return to the availability of an already interagency-approved process for those unusual cases where maritime repatriation is not feasible. I don't think an IPC is necessary, but if one is called for, we'll certainly want to participate.

Thanks, and please feel free to circulate this within the department.



RADM (b) (6), (b) (7)(C)

Assistant Commandant for Response Policy (977-5R)

(b) (6), (b) (7)(C) (office)

(b) (6), (b) (7)(C) (24 hr)

Subject: FW: Inauguration Update Brief Location: USBP 6.5 (b) (7)(E)

**Start:** Wed 1/18/2017 9:00 AM **End:** Wed 1/18/2017 10:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b) (6), (b) (7)(C)

Importance: High

----Original Appointment-----From: (b) (6), (b) (7)(C)

Sent: Tuesday, January 17, 2017 5:23 PM

To: (b) (6), (b) (7)(C)

HASTINGS, BRIAN S; (b) (6), (b) (7)(C)

Subject: Inauguration Update Brief

When: Wednesday, January 18, 2017 10:00 AM-11:00 AM (UTC-05:00) Eastern Time (US & Canada).

Where: USBP 6.5 (b) (7)(E)

Importance: High

Good afternoon Gents,

Apologies for the late email. There will be an Inauguration update briefing tomorrow in the (b) (7)(E) or the 6<sup>th</sup> floor at 10 a.m. This is intended to provide current information regarding USBP involvement in the event and address questions concerning road closures, anticipated protests and additional operational details.

Thank you.

(b) (6), (b) (7)(C)

**Subject:** FW: Transition Meeting

**Location:** Commissioner's Small Conference Room

**Start:** Tue 1/17/2017 12:00 PM **End:** Tue 1/17/2017 12:30 PM

**Recurrence:** (none)

Meeting Status: Accepted

**Organizer:** MCALEENAN, KEVIN K

-----Original Appointment-----From: MCALEENAN, KEVIN K

Sent: Monday, January 9, 2017 11:11 AM

To: MCALEENAN, KEVIN K; ALLES, RANDOLPH D; Owen, Todd C (AC OFO); VITIELLO, RONALD D (USBP); YOUNG, EDWARD

E; SMITH, BRENDA BROCKMAN; MORGAN, MARK A (USBP); FLANAGAN, PATRICK S; NEW WATCH

**Subject:** Transition Meeting

When: Tuesday, January 17, 2017 1:00 PM-1:30 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Commissioner's Small Conference Room

Subject: Hiring IPT

**Location:** 4.4A Commissioner's Large Conference Room

**Start:** Thu 1/26/2017 1:00 PM **End:** Thu 1/26/2017 2:00 PM

**Recurrence:** (none)

Meeting Status: Not yet responded

Organizer: CBP COMMISSIONER SCHEDULER

Please do not forward, if you are unable to attend or would like a +1 request please let me know.

### (b) (6), (b) (7)(C)

<<170125 - ECBorderSecurityEO FINAL.DOCX>> <<170125 - ECInteriorEnforcement FINAL.DOCX>>

Attendees:

Commissioner

**Deputy Commissioner** 

**COS Flanagan** 

#### (b) (6), (b) (7)(C)

EAC/DEAC OFO (+2)

Chief/ Deputy Chief USBP (+2)

EAC/DEAC AMO (+2)

AC Jacksta

### (b) (6), (b) (7)(C)

**EAC ES (+2)** 

EAC OS (+2)

DCOS (Policy) (b) (6), (b) (7)(C)

**Emily Newman** 

Subject: Hiring Meeting with Deputy CoS (b) (6), (b) (7)(C)

**Location:** Deputy Provost's Office 6.5E-25

 Start:
 Mon 1/30/2017 6:30 AM

 End:
 Mon 1/30/2017 7:00 AM

**Show Time As:** Tentative

**Recurrence:** (none)

Meeting Status: Not yet responded

Organizer: (b) (6), (b) (7)(C)

<<RE: Discussion on Hiring>>

From: PROVOST, CARLA (USBP)

**Sent:** Thursday, January 26, 2017 6:08 PM

To: (b) (6), (b) (7)

**Subject:** RE: Discussion on Hiring

Follow Up Flag: Follow up Flag Status: Flagged

### (b) (6), (b) (7)(C)

Of course we can meet to discuss. Not sure what your schedule looks like. I've added to help out with mine.

Looking forward to the discussion.

Thank you, Carla

Carla L. Provost
Deputy Chief
USBP

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Thursday, January 26, 2017 6:06 PM

**To:** PROVOST, CARLA (USBP) (b) (6), (b) (7)(C)

Subject: FW: Discussion on Hiring

Deputy Chief Provost,

I know mentioned during the Hiring IPT I had reached out to the EACs. I sent the below last night, but would ask whether I could perhaps redirect and have a one on one with you. This is intended to be a candid dialogue to better inform the Commissioner and our agenda for the hiring offsite / second IPT next Friday.

Thank you in advance,



### (b) (6), (b) (7)(C)

(A) Deputy Chief of Staff - Policy U.S. Customs & Border Protection

#### (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Wednesday, January 25, 2017 6:24 PM

To: MORGAN, MARK A (USBP) (b) (6), (b) (7)(C)

Subject: Discussion on Hiring

Chief,

Hoping you would have some time on your calendar (30 minutes or so) to discuss your perspectives on hiring / challenges. This is in preparation for the Hiring Offsite planned for 2/3. Want to ensure we have good leadership perspective from the major operators. I would be interested in your thoughts / recommendations so that we can ensure the agenda for the offsite is as productive as possible.

Thanks in advance,

(b) (6), (b) (7)(C)

(A) Deputy Chief of Staff - Policy
U.S. Customs & Border Protection
(b) (6), (b) (7)(C)

**Subject:** hold for C1

 Start:
 Tue 1/31/2017 3:00 PM

 End:
 Tue 1/31/2017 4:00 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

Subject:Immigration Enforcement/Temp Facilities IPTLocation:4.4A Commissioner's Large Conference Room

**Start:** Thu 1/26/2017 12:00 PM **End:** Thu 1/26/2017 1:00 PM

**Recurrence:** (none)

Meeting Status: Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

Please do not forward, if you are unable to attend or would like a +1 request please let me know.

(b) (6), (b) (7)(C)

<<170125 - ECBorderSecurityEO FINAL.DOCX>> <<170125 - ECInteriorEnforcement FINAL.DOCX>>

Attendees:

Commissioner Deputy Commissioner

COS Flanagan

(b) (6), (b) (7)(C)

EAC/DEAC OFO (+2)

Chief/ Deputy Chief USBP (+2)

EAC/DEAC AMO (+2)

**EAC ES (+2)** 

EAC OS (+2)

(b) (6), (b) (7)(C)

#### EXECUTIVE ORDER

\_ \_ \_ \_ \_ \_ \_

#### BORDER SECURITY AND IMMIGRATION ENFORCEMENT IMPROVEMENTS

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the Immigration and Nationality Act (8 U.S.C. 1101 et seq.) (INA), the Secure Fence Act of 2006 (Public Law 109-367) (Secure Fence Act), and the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (Public Law 104-208 Div. C) (IIRIRA), and in order to ensure the safety and territorial integrity of the United States as well as to ensure that the Nation's immigration laws are faithfully executed, I hereby order as follows:

Section 1. Purpose. Border security is critically important to the national security of the United States. Aliens who illegally enter the United States without inspection or admission present a significant threat to national security and public safety. Such aliens have not been identified or inspected by Federal immigration officers to determine their admissibility to the United States. The recent surge of illegal immigration at the southern border with Mexico has placed a significant strain on Federal resources and overwhelmed agencies charged with border security and immigration enforcement, as well as the local communities into which many of the aliens are placed.

Transnational criminal organizations operate sophisticated drug- and human-trafficking networks and smuggling operations on both sides of the southern border, contributing to a significant increase in violent crime and United States deaths from dangerous drugs. Among those who illegally enter are those who seek to harm Americans through acts of terror or criminal conduct. Continued illegal immigration presents a clear and

present danger to the interests of the United States.

Federal immigration law both imposes the responsibility and provides the means for the Federal Government, in cooperation with border States, to secure the Nation's southern border.

Although Federal immigration law provides a robust framework for Federal-State partnership in enforcing our immigration laws -- and the Congress has authorized and provided appropriations to secure our borders -- the Federal Government has failed to discharge this basic sovereign responsibility. The purpose of this order is to direct executive departments and agencies (agencies) to deploy all lawful means to secure the Nation's southern border, to prevent further illegal immigration into the United States, and to repatriate illegal aliens swiftly, consistently, and humanely.

- $\underline{\text{Sec}}$ .  $\underline{2}$ . Policy. It is the policy of the executive branch to:
- (a) secure the southern border of the United States through the immediate construction of a physical wall on the southern border, monitored and supported by adequate personnel so as to prevent illegal immigration, drug and human trafficking, and acts of terrorism;
- (b) detain individuals apprehended on suspicion of violating Federal or State law, including Federal immigration law, pending further proceedings regarding those violations;
- (c) expedite determinations of apprehended individuals' claims of eligibility to remain in the United States;
- (d) remove promptly those individuals whose legal claims to remain in the United States have been lawfully rejected, after any appropriate civil or criminal sanctions have been imposed; and
- (e) cooperate fully with States and local law enforcement in enacting Federal-State partnerships to enforce Federal

immigration priorities, as well as State monitoring and detention programs that are consistent with Federal law and do not undermine Federal immigration priorities.

- Sec. 3. Definitions. (a) "Asylum officer" has the meaning given the term in section 235(b)(1)(E) of the INA (8 U.S.C. 1225(b)(1)).
- (b) "Southern border" shall mean the contiguous land border between the United States and Mexico, including all points of entry.
- (c) "Border States" shall mean the States of the
  United States immediately adjacent to the contiguous land border
  between the United States and Mexico.
- (d) Except as otherwise noted, "the Secretary" shall refer to the Secretary of Homeland Security.
- (e) "Wall" shall mean a contiguous, physical wall or other similarly secure, contiguous, and impassable physical barrier.
- (f) "Executive department" shall have the meaning given in section 101 of title 5, United States Code.
- (g) "Regulations" shall mean any and all Federal rules, regulations, and directives lawfully promulgated by agencies.
- (h) "Operational control" shall mean the prevention of all unlawful entries into the United States, including entries by terrorists, other unlawful aliens, instruments of terrorism, narcotics, and other contraband.
- Sec. 4. Physical Security of the Southern Border of the United States. The Secretary shall immediately take the following steps to obtain complete operational control, as determined by the Secretary, of the southern border:
- (a) In accordance with existing law, including the Secure Fence Act and IIRIRA, take all appropriate steps to immediately plan, design, and construct a physical wall along the southern border, using appropriate materials and technology to most

effectively achieve complete operational control of the southern border:

- (b) Identify and, to the extent permitted by law, allocate all sources of Federal funds for the planning, designing, and constructing of a physical wall along the southern border;
- (c) Project and develop long-term funding requirements for the wall, including preparing Congressional budget requests for the current and upcoming fiscal years; and
- (d) Produce a comprehensive study of the security of the southern border, to be completed within 180 days of this order, that shall include the current state of southern border security, all geophysical and topographical aspects of the southern border, the availability of Federal and State resources necessary to achieve complete operational control of the southern border, and a strategy to obtain and maintain complete operational control of the southern border.
- Sec. 5. Detention Facilities. (a) The Secretary shall take all appropriate action and allocate all legally available resources to immediately construct, operate, control, or establish contracts to construct, operate, or control facilities to detain aliens at or near the land border with Mexico.
- (b) The Secretary shall take all appropriate action and allocate all legally available resources to immediately assign asylum officers to immigration detention facilities for the purpose of accepting asylum referrals and conducting credible fear determinations pursuant to section 235(b)(1) of the INA (8 U.S.C. 1225(b)(1)) and applicable regulations and reasonable fear determinations pursuant to applicable regulations.
- (c) The Attorney General shall take all appropriate action and allocate all legally available resources to immediately assign immigration judges to immigration detention facilities operated or controlled by the Secretary, or operated or

controlled pursuant to contract by the Secretary, for the purpose of conducting proceedings authorized under title 8, chapter 12, subchapter II, United States Code.

- Sec. 6. Detention for Illegal Entry. The Secretary shall immediately take all appropriate actions to ensure the detention of aliens apprehended for violations of immigration law pending the outcome of their removal proceedings or their removal from the country to the extent permitted by law. The Secretary shall issue new policy guidance to all Department of Homeland Security personnel regarding the appropriate and consistent use of lawful detention authority under the INA, including the termination of the practice commonly known as "catch and release," whereby aliens are routinely released in the United States shortly after their apprehension for violations of immigration law.
- Sec. 7. Return to Territory. The Secretary shall take appropriate action, consistent with the requirements of section 1232 of title 8, United States Code, to ensure that aliens described in section 235(b)(2)(C) of the INA (8 U.S.C. 1225(b)(2)(C)) are returned to the territory from which they came pending a formal removal proceeding.
- Sec. 8. Additional Border Patrol Agents. Subject to available appropriations, the Secretary, through the Commissioner of U.S. Customs and Border Protection, shall take all appropriate action to hire 5,000 additional Border Patrol agents, and all appropriate action to ensure that such agents enter on duty and are assigned to duty stations as soon as is practicable.
- Sec. 9. Foreign Aid Reporting Requirements. The head of each executive department and agency shall identify and quantify all sources of direct and indirect Federal aid or assistance to the Government of Mexico on an annual basis over the past five years, including all bilateral and multilateral development aid,

economic assistance, humanitarian aid, and military aid. Within 30 days of the date of this order, the head of each executive department and agency shall submit this information to the Secretary of State. Within 60 days of the date of this order, the Secretary shall submit to the President a consolidated report reflecting the levels of such aid and assistance that has been provided annually, over each of the past five years.

- Sec. 10. Federal-State Agreements. It is the policy of the executive branch to empower State and local law enforcement agencies across the country to perform the functions of an immigration officer in the interior of the United States to the maximum extent permitted by law.
- (a) In furtherance of this policy, the Secretary shall immediately take appropriate action to engage with the Governors of the States, as well as local officials, for the purpose of preparing to enter into agreements under section 287(g) of the INA (8 U.S.C. 1357(g)).
- (b) To the extent permitted by law, and with the consent of State or local officials, as appropriate, the Secretary shall take appropriate action, through agreements under section 287(g) of the INA, or otherwise, to authorize State and local law enforcement officials, as the Secretary determines are qualified and appropriate, to perform the functions of immigration officers in relation to the investigation, apprehension, or detention of aliens in the United States under the direction and the supervision of the Secretary. Such authorization shall be in addition to, rather than in place of, Federal performance of these duties.
- (c) To the extent permitted by law, the Secretary may structure each agreement under section 287(g) of the INA in the manner that provides the most effective model for enforcing Federal immigration laws and obtaining operational control over

the border for that jurisdiction.

- Sec. 11. Parole, Asylum, and Removal. It is the policy of the executive branch to end the abuse of parole and asylum provisions currently used to prevent the lawful removal of removable aliens.
- (a) The Secretary shall immediately take all appropriate action to ensure that the parole and asylum provisions of Federal immigration law are not illegally exploited to prevent the removal of otherwise removable aliens.
- (b) The Secretary shall take all appropriate action, including by promulgating any appropriate regulations, to ensure that asylum referrals and credible fear determinations pursuant to section 235(b)(1) of the INA (8 U.S.C. 1125(b)(1)) and 8 CFR 208.30, and reasonable fear determinations pursuant to 8 CFR 208.31, are conducted in a manner consistent with the plain language of those provisions.
- (c) Pursuant to section 235(b)(1)(A)(iii)(I) of the INA, the Secretary shall take appropriate action to apply, in his sole and unreviewable discretion, the provisions of section 235(b)(1)(A)(i) and (ii) of the INA to the aliens designated under section 235(b)(1)(A)(iii)(II).
- (d) The Secretary shall take appropriate action to ensure that parole authority under section 212(d)(5) of the INA (8 U.S.C. 1182(d)(5)) is exercised only on a case-by-case basis in accordance with the plain language of the statute, and in all circumstances only when an individual demonstrates urgent humanitarian reasons or a significant public benefit derived from such parole.
- (e) The Secretary shall take appropriate action to require that all Department of Homeland Security personnel are properly trained on the proper application of section 235 of the William Wilberforce Trafficking Victims Protection Reauthorization Act

of 2008 (8 U.S.C. 1232) and section 462(g)(2) of the Homeland Security Act of 2002 (6 U.S.C. 279(g)(2)), to ensure that unaccompanied alien children are properly processed, receive appropriate care and placement while in the custody of the Department of Homeland Security, and, when appropriate, are safely repatriated in accordance with law.

- Sec. 12. Authorization to Enter Federal Lands. The Secretary, in conjunction with the Secretary of the Interior and any other heads of agencies as necessary, shall take all appropriate action to:
- (a) permit all officers and employees of the
  United States, as well as all State and local officers as
  authorized by the Secretary, to have access to all Federal lands
  as necessary and appropriate to implement this order; and
- (b) enable those officers and employees of the United States, as well as all State and local officers as authorized by the Secretary, to perform such actions on Federal lands as the Secretary deems necessary and appropriate to implement this order.
- Sec. 13. Priority Enforcement. The Attorney General shall take all appropriate steps to establish prosecution guidelines and allocate appropriate resources to ensure that Federal prosecutors accord a high priority to prosecutions of offenses having a nexus to the southern border.
- Sec. 14. Government Transparency. The Secretary shall, on a monthly basis and in a publicly available way, report statistical data on aliens apprehended at or near the southern border using a uniform method of reporting by all Department of Homeland Security components, in a format that is easily understandable by the public.
- Sec. 15. Reporting. Except as otherwise provided in this order, the Secretary, within 90 days of the date of this order,

and the Attorney General, within 180 days, shall each submit to the President a report on the progress of the directives contained in this order.

- Sec. 16. Hiring. The Office of Personnel Management shall take appropriate action as may be necessary to facilitate hiring personnel to implement this order.
- Sec. 17. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:
  - (i) the authority granted by law to an executive department or agency, or the head thereof; or
  - (ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.
- (b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.
- (c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

#### EXECUTIVE ORDER

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#### ENHANCING PUBLIC SAFETY IN THE INTERIOR OF THE UNITED STATES

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the Immigration and Nationality Act (INA) (8 U.S.C. 1101 et seq.), and in order to ensure the public safety of the American people in communities across the United States as well as to ensure that our Nation's immigration laws are faithfully executed, I hereby declare the policy of the executive branch to be, and order, as follows:

Section 1. Purpose. Interior enforcement of our Nation's immigration laws is critically important to the national security and public safety of the United States. Many aliens who illegally enter the United States and those who overstay or otherwise violate the terms of their visas present a significant threat to national security and public safety. This is particularly so for aliens who engage in criminal conduct in the United States.

Sanctuary jurisdictions across the United States willfully violate Federal law in an attempt to shield aliens from removal from the United States. These jurisdictions have caused immeasurable harm to the American people and to the very fabric of our Republic.

Tens of thousands of removable aliens have been released into communities across the country, solely because their home countries refuse to accept their repatriation. Many of these aliens are criminals who have served time in our Federal, State, and local jails. The presence of such individuals in the United States, and the practices of foreign nations that refuse the repatriation of their nationals, are contrary to the national interest.

Although Federal immigration law provides a framework for Federal-State partnerships in enforcing our immigration laws to ensure the removal of aliens who have no right to be in the United States, the Federal Government has failed to discharge this basic sovereign responsibility. We cannot faithfully execute the immigration laws of the United States if we exempt classes or categories of removable aliens from potential enforcement. The purpose of this order is to direct executive departments and agencies (agencies) to employ all lawful means to enforce the immigration laws of the United States.

- Sec. 2. Policy. It is the policy of the executive branch to:
- (a) Ensure the faithful execution of the immigration laws of the United States, including the INA, against all removable aliens, consistent with Article II, Section 3 of the United States Constitution and section 3331 of title 5, United States Code;
- (b) Make use of all available systems and resources to ensure the efficient and faithful execution of the immigration laws of the United States;
- (c) Ensure that jurisdictions that fail to comply with applicable Federal law do not receive Federal funds, except as mandated by law;
- (d) Ensure that aliens ordered removed from the United States are promptly removed; and
- (e) Support victims, and the families of victims, of crimes committed by removable aliens.
- $\underline{\text{Sec. 3}}$ .  $\underline{\text{Definitions}}$ . The terms of this order, where applicable, shall have the meaning provided by section 1101 of title 8, United States Code.
- Sec. 4. Enforcement of the Immigration Laws in the Interior of the United States. In furtherance of the policy

described in section 2 of this order, I hereby direct agencies to employ all lawful means to ensure the faithful execution of the immigration laws of the United States against all removable aliens.

- Sec. 5. Enforcement Priorities. In executing faithfully the immigration laws of the United States, the Secretary of Homeland Security (Secretary) shall prioritize for removal those aliens described by the Congress in sections 212(a)(2), (a)(3), and (a)(6)(C), 235, and 237(a)(2) and (4) of the INA (8 U.S.C. 1182(a)(2), (a)(3), and (a)(6)(C), 1225, and 1227(a)(2) and (4)), as well as removable aliens who:
  - (a) Have been convicted of any criminal offense;
- (b) Have been charged with any criminal offense, where such charge has not been resolved;
- (c) Have committed acts that constitute a chargeable criminal offense;
- (d) Have engaged in fraud or willful misrepresentation in connection with any official matter or application before a governmental agency;
- (e) Have abused any program related to receipt of public benefits:
- (f) Are subject to a final order of removal, but who have not complied with their legal obligation to depart the United States; or
- (g) In the judgment of an immigration officer, otherwise pose a risk to public safety or national security.
- Sec. 6. Civil Fines and Penalties. As soon as practicable, and by no later than one year after the date of this order, the Secretary shall issue guidance and promulgate regulations, where required by law, to ensure the assessment and collection of all fines and penalties that the Secretary is authorized under the law to assess and collect from aliens

unlawfully present in the United States and from those who facilitate their presence in the United States.

- Sec. 7. Additional Enforcement and Removal Officers. The Secretary, through the Director of U.S. Immigration and Customs Enforcement, shall, to the extent permitted by law and subject to the availability of appropriations, take all appropriate action to hire 10,000 additional immigration officers, who shall complete relevant training and be authorized to perform the law enforcement functions described in section 287 of the INA (8 U.S.C. 1357).
- Sec. 8. Federal-State Agreements. It is the policy of the executive branch to empower State and local law enforcement agencies across the country to perform the functions of an immigration officer in the interior of the United States to the maximum extent permitted by law.
- (a) In furtherance of this policy, the Secretary shall immediately take appropriate action to engage with the Governors of the States, as well as local officials, for the purpose of preparing to enter into agreements under section 287(g) of the INA (8 U.S.C. 1357(g)).
- (b) To the extent permitted by law and with the consent of State or local officials, as appropriate, the Secretary shall take appropriate action, through agreements under section 287(g) of the INA, or otherwise, to authorize State and local law enforcement officials, as the Secretary determines are qualified and appropriate, to perform the functions of immigration officers in relation to the investigation, apprehension, or detention of aliens in the United States under the direction and the supervision of the Secretary. Such authorization shall be in addition to, rather than in place of, Federal performance of these duties.

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- (c) To the extent permitted by law, the Secretary may structure each agreement under section 287(g) of the INA in a manner that provides the most effective model for enforcing Federal immigration laws for that jurisdiction.
- Sec. 9. Sanctuary Jurisdictions. It is the policy of the executive branch to ensure, to the fullest extent of the law, that a State, or a political subdivision of a State, shall comply with 8 U.S.C. 1373.
- (a) In furtherance of this policy, the Attorney General and the Secretary, in their discretion and to the extent consistent with law, shall ensure that jurisdictions that willfully refuse to comply with 8 U.S.C. 1373 (sanctuary jurisdictions) are not eligible to receive Federal grants, except as deemed necessary for law enforcement purposes by the Attorney General or the Secretary. The Secretary has the authority to designate, in his discretion and to the extent consistent with law, a jurisdiction as a sanctuary jurisdiction. The Attorney General shall take appropriate enforcement action against any entity that violates 8 U.S.C. 1373, or which has in effect a statute, policy, or practice that prevents or hinders the enforcement of Federal law.
- (b) To better inform the public regarding the public safety threats associated with sanctuary jurisdictions, the Secretary shall utilize the Declined Detainer Outcome Report or its equivalent and, on a weekly basis, make public a comprehensive list of criminal actions committed by aliens and any jurisdiction that ignored or otherwise failed to honor any detainers with respect to such aliens.
- (c) The Director of the Office of Management and Budget is directed to obtain and provide relevant and responsive information on all Federal grant money that currently is received by any sanctuary jurisdiction.

- Sec. 10. Review of Previous Immigration Actions and Policies. (a) The Secretary shall immediately take all appropriate action to terminate the Priority Enforcement Program (PEP) described in the memorandum issued by the Secretary on November 20, 2014, and to reinstitute the immigration program known as "Secure Communities" referenced in that memorandum.
- (b) The Secretary shall review agency regulations, policies, and procedures for consistency with this order and, if required, publish for notice and comment proposed regulations rescinding or revising any regulations inconsistent with this order and shall consider whether to withdraw or modify any inconsistent policies and procedures, as appropriate and consistent with the law.
- (c) To protect our communities and better facilitate the identification, detention, and removal of criminal aliens within constitutional and statutory parameters, the Secretary shall consolidate and revise any applicable forms to more effectively communicate with recipient law enforcement agencies.
- <u>Sec. 11. Department of Justice Prosecutions of Immigration</u>

  <u>Violators.</u> The Attorney General and the Secretary shall work

  together to develop and implement a program that ensures that

  adequate resources are devoted to the prosecution of criminal

  immigration offenses in the United States, and to develop

  cooperative strategies to reduce violent crime and the reach of

  transnational criminal organizations into the United States.
- Sec. 12. Recalcitrant Countries. The Secretary of Homeland Security and the Secretary of State shall cooperate to effectively implement the sanctions provided by section 243(d) of the INA (8 U.S.C. 1253(d)), as appropriate. The Secretary of State shall, to the maximum extent permitted by law, ensure that diplomatic efforts and negotiations with foreign states include as a condition precedent the acceptance by those foreign states

of their nationals who are subject to removal from the United States.

- Sec. 13. Office for Victims of Crimes Committed by

  Removable Aliens. The Secretary shall direct the Director of

  U.S. Immigration and Customs Enforcement to take all appropriate

  and lawful action to establish within U.S. Immigration and

  Customs Enforcement an office to provide proactive, timely,

  adequate, and professional services to victims of crimes

  committed by removable aliens and the family members of such

  victims. This office shall provide quarterly reports studying

  the effects of the victimization by criminal aliens present in

  the United States.
- Sec. 14. Privacy Act. Agencies shall, to the extent consistent with applicable law, ensure that their privacy policies exclude persons who are not United States citizens or lawful permanent residents from the protections of the Privacy Act regarding personally identifiable information.
- Sec. 15. Reporting. Except as otherwise provided in this order, the Secretary and the Attorney General shall each submit to the President a report on the progress of the directives contained in this order within 90 days of the date of this order and again within 180 days of the date of this order.
- Sec. 16. Transparency. To promote the transparency and situational awareness of criminal aliens in the United States, the Secretary and the Attorney General are hereby directed to collect relevant data and provide quarterly reports on the following:
- (a) the immigration status of all aliens incarcerated under the supervision of the Federal Bureau of Prisons;
- (b) the immigration status of all aliens incarcerated as Federal pretrial detainees under the supervision of the United States Marshals Service; and

- (c) the immigration status of all convicted aliens incarcerated in State prisons and local detention centers throughout the United States.
- Sec. 17. Personnel Actions. The Office of Personnel Management shall take appropriate and lawful action to facilitate hiring personnel to implement this order.
- Sec. 18. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:
  - (i) the authority granted by law to an executive department or agency, or the head thereof; or
  - (ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.
- (b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.
- (c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

Subject: Immigration Enforcement/Temp Facilities IPT (Call In Added)

**Location:** 4.4A Commissioner's Large Conference Room

**Start:** Mon 1/30/2017 3:50 PM **End:** Mon 1/30/2017 4:30 PM

**Recurrence:** (none)

Meeting Status: Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

Please do not forward, if you are unable to attend or would like a +1 request please let me know.

(b) (6), (b) (7)(C)

Phone: (b) (7)(E)

Pin: (b) (7)(E)

<<170125 - ECBorderSecurityEO FINAL.DOCX>> <<170125 - ECInteriorEnforcement FINAL.DOCX>> <<IETF Agenda 20170130.pdf>>

Attendees:

Commissioner

**Deputy Commissioner** 

COS Flanagan

(b) (6), (b) (7)(C)

EAC/DEAC OFO (+2) –Hoffman, (6) (6), (6) (7)(0

Chief/ Deputy Chief USBP (+2)—Gregory Bovino

EAC/DEAC AMO (+2) - Boyer, Koupash

**EAC ES (+2)** 

EAC OS (+2)

(b) (6), (b) (7)(C)

OCC Falk, Highsmith

(b) (6), (b) (7)(C)

**Bennett Courey** 

Diane Sahakian (b) (6), (b) (7)(C)

# 

Subject: Inauguration Day Parade Update

Location: OBP CR

**Start:** Mon 1/9/2017 9:00 AM **End:** Mon 1/9/2017 10:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: MORGAN, MARK A (USBP)

Required Attendees: MARK A. MORGAN ( (b) (6), (b) (7)(C) ; CARLA PROVOST (OPR)

(b) (6), (b) (7)(C) SCOTT A LUCK (USBP)
(b) (6), (b) (7)(C)
(b) (6), (b) (7)(C) CRINLEY S HOOVER

(b) (6), (b) (7)(C) ARON A HULL (b) (6), (b) (7)(C) (x,y) = 
(b) (6), (b) (7)(C) USBP HQ Adjutants; (b) (6), (b) (7)(C) (7)(C) USBP HQ Adjutants; (b) (6), (b) (7)(C)

If you are unable to attend in person, call in information is below:

Number:

(b) (7)(E)

Thank you!



Pin:

(b) (6), (b) (7)(C)

Please schedule the below Staff to brief Senior Leadership on the Inauguration Day Parade. Recommend January 10 or 11 as potential dates to brief based on B1/B2 schedule.

#### **Invitees**

Coordinator – (b) (6), (b) (7)(C)

Pipe and Drums/Honor Guard – (b) (6), (b) (7)(C)

Horse Patrol - (b) (6), (b) (7)(C)

Secret Service/U.S Capital Police Security Detail – (b) (6), (b) (7)(C)

VIP Coordination - (b) (6), (b) (7)(C) (provide call-in information)

Any other Staff that has a role in planning/coordinating this effort should be invited.

(b) (6), (b) (7)(C)

**Acting Chief of Staff** 

United States Border Patrol
Office: (b) (6), (b) (7)(C) Mobile: (b) (6), (b) (7)(C)

Subject: Intel and OCA Brief Location: USBP Conf. Room

Fri 1/6/2017 1:00 PM Start: End: Fri 1/6/2017 1:30 PM

Recurrence: (none)

**Meeting Status:** Accepted

Organizer: MORGAN, MARK A (USBP)

(b) (6), (b) (7)(C) **Required Attendees:** 

PROVOST, CARLA (USBP) (b) (6), (b) (7)(C) **Optional Attendees:** 

> (b) (7)(E)CHAVEZ, GLORIA I; (b) (6), (b) (7)(C) ; SCOTT A LUCK (USBP)

CRINLEY S HOOVER

AARON A HULL (b) (6), (b) (7)(C) ); USBP

(b) (6), (b) (7)(C) (b) (6) (b) (7)(C) (b) (6), (b) (7)(C)

HQ Adjutants;



# Chief's Brief S1808 NDAA HR399



# S.1808

#### What Does S.1808 Mean to the Border Patrol?

- The bill requires a comprehensive examination of how to strengthen American security at the northern border by looking into issues with:
  - Recruiting and retaining border security officials to cover the northern border, including at more remote areas of the border.
  - Determining which tools border security officials need to effectively combat drug and human trafficking at the northern border.
  - Identifying technology that could expand the reach of border agents.
  - Finding vulnerabilities in cooperation between Canadian, state, county, local, and tribal law enforcement.
- ➤ 180 Day Completion Timeline-Bill Has been signed by POTUS (12/14/17)
- Limited DHS resources to complete this task, which requires an integrated approach
- ➤ Risk/Threat based USBP resource justification is essential for future requirements
- ➤ USBP engagement in this effort is our mission, duty, and essential for the development of an accurate final product



## S.1808

This bill directs the Secretary of Homeland Security to submit to specified congressional committees a northern border threat analysis, which shall include analyses of:

- terrorism and criminal threats posed by individuals and organized groups seeking to enter the United States through the northern border or to exploit border vulnerabilities on such border;
- improvements needed at and between ports of entry along the northern border to prevent terrorists and instruments of terrorism from entering the United States and to reduce criminal activity, as measured by the total flow of illegal goods, illicit drugs, and smuggled and trafficked persons moved in either direction across such border;
- gaps in law, policy, cooperation between state, tribal, and local law enforcement, international agreements, or tribal agreements that hinder border security, counterterrorism, anti-human smuggling and trafficking efforts, and the flow of legitimate trade along the northern border; and
- •whether additional U.S. Customs and Border Protection preclearance and preinspection operations at ports of entry along the northern border could help prevent terrorists and instruments of terror from entering the United States.

The Secretary, for such analysis, must consider and examine:

- · technology needs and challenges;
- · personnel needs and challenges;
- the role of state, tribal, and local law enforcement in general border security activities;
- the need for cooperation among federal, state, tribal, local, and Canadian law enforcement entities relating to border security;
- •the terrain, population density, and climate along the northern border; and
- •the needs and challenges of Department of Homeland Security facilities, including the physical approaches to such facilities.



### **NDAA**

#### What Does the NDAA Mean to the Border Patrol?

- ➤ Veterans who hold a current, active TS clearance and SSBI may have their polygraph waived by C1.
- ➤ It defines terms such as "Consequence Delivery System" and "Got Away", for example. It also directs that we collect/report several statistics/metrics such as apprehension rate, detected unlawful entries, turn backs, got aways, measurement of situational awareness, among others.
- ➤ It states the Secretary of DHS may establish and operate departmental Joint Task Forces to conduct joint operations using personnel and capabilities.
  - The sunset date for the JTFs is September 30, 2022



# HR399

#### What Does the HR399 Mean to the Border Patrol?

- ► HR399 was tabled in the House and is possibly under an additional review
- ➤ The bill currently outlines additional capabilities to be deployed to USBP northern and southern border sectors.
- Requires CBP, USBP and OFO to develop metrics to measure the effectiveness of security between the POEs, at the POEs and maritime environment.
- ➤ Directs the Border Patrol to impose a consequence for each alien apprehended pursuant to the Border Patrol's Consequence Delivery System.
- Requires the Border Patrol to:
  - (1) direct its agents to patrol as close to the physical land border as possible, consistent with the accessibility to such areas; and
  - (2) deploy the maximum practicable number of agents to forward operating bases along the U.S. southern land border to meet this Act's requirements.
- Authorizes the Border Patrol to transfer its agents, on a voluntary basis, to high traffic areas and to provide an incentive bonus for any such transfer.
- Directs the Border Patrol to:
  - (1) operate using intelligence-based operations to combat terrorist and transnational criminal threats along the international borders of the United States; and
  - (2) coordinate with international, federal, state, local, and tribal law enforcement partners.
- ➤ Defines "situational awareness" as knowledge and an understanding of current unlawful cross-border activity, the ability to forecast future shifts in such threats and trends, and the operational capability to conduct continuous and integrated surveillance of such borders.
- Authorizes appropriations for FY2016-FY2025 to carry out this Act.



Subject: Interview 2 Location: **B2s Office** 

Start: Fri 1/13/2017 11:45 AM End: Fri 1/13/2017 12:30 PM

Recurrence: (none)

Meeting organizer **Meeting Status:** 

Organizer:

PROVOST, CARLA (USBP) LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C) **Required Attendees:** 

(b) (6), (b) (7)(C) **Optional Attendees:** 

Candidate and Call in information is forthcoming.

Subject: Interview 3 Location: B2s Office

Start: Fri 1/13/2017 2:00 PM End: Fri 1/13/2017 2:45 PM

Recurrence: (none)

Meeting organizer **Meeting Status:** 

Organizer:

PROVOST, CARLA (USBP) LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C) **Required Attendees:** 

(b) (6), (b) (7)(C) **Optional Attendees:** 

Candidate and Call in information is forthcoming.

**Subject:** JTF-W Briefing

**Location:** Commissioner's Small Conference Room

 Start:
 Fri 1/27/2017 2:30 PM

 End:
 Fri 1/27/2017 3:30 PM

**Recurrence:** (none)

Meeting Status: Accepted

Organizer: MCALEENAN, KEVIN K

Required Attendees: MORGAN, MARK A (USBP); BEESON, PAUL A; Owen, Todd C (AC OFO); ALLES,

RANDOLPH D; YOUNG, EDWARD E; VITIELLO, RONALD D (USBP); SMITH, BRENDA BROCKMAN; (b) (6), (b) (7)(C); FLANAGAN, PATRICK S; LANDFRIED, PHIL A; (b) (6), (b) (7)(C) PROVOST, CARLA (USBP); SCHIED, EUGENE

Please do not forward, if you would like to request a +1 or surrogate please let me know.

(b) (6), (b) (7)(C)

Attendees:

Commissioner

**Deputy Commissioner** 

COS Flanagan

Chief Morgan

Paul Beeson

**EAC** Owen

**EAC Young** 

EAc Vitiello surrogate: (b) (6), (b) (7)(C)

EAC Smith AC Landfried

**Subject:** Legislative Proposal Documents

**Location:** Chief's Teaming Room

**Start:** Wed 1/11/2017 12:00 PM **End:** Wed 1/11/2017 1:00 PM

**Show Time As:** Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: MORGAN, MARK A (USBP)

Required Attendees: AARON A HULL (b) (6), (b) (7)(C) ; CARLA PROVOST (OPR)

(b) (6), (b) (7)(C) BOVINO, GREGORY K; (b) (6), (b) (7)(C) (b) (6), (b) (7)(C)

(b) (6). (b) (7)(C)

Chief Hull is briefing B1 on the OCC policy proposals.

LEOD Ops Programs T.O. Brief Subject: Location: USBP CONFERENCE ROOM

Start: Wed 1/18/2017 12:30 PM End: Wed 1/18/2017 1:30 PM

Recurrence: (none)

**Meeting Status:** Accepted

Organizer: HULL, AARON A

PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) **Required Attendees:** 

**Optional Attendees:** CHAVEZ, GLORIA I; (b) (6), (b) (7)(C)

**Subject:** Meet w/ Pistol Team

**Location:** B2s Office

**Start:** Tue 1/31/2017 12:00 PM **End:** Tue 1/31/2017 12:30 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

Required Attendees: (6) (6)

(b) (6), (b) (7)(C)

Hey man, do me a favor and find 20-30 mins on B2's schedule next Tuesday, Wednesday or Thursday for myself and some pistol team members. I'm flying the captain and female shooters in and B2 said she wanted to meet them.

V/r (b) (6), (b) (7)(C)

**Subject:** Meet with Chief Martin

**Location:** B2 Office

 Start:
 Tue 1/31/2017 1:30 PM

 End:
 Tue 1/31/2017 2:00 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

Required Attendees: MARTIN, JERRY B; (b) (6), (b) (7)(C)

Meet to discuss Wall IPT pathforward.

Meeting with ASC (b) (6), (b) (7)(C)
B2 Office Subject:

**Location:** 

Thu 1/26/2017 6:30 AM Start: Thu 1/26/2017 7:00 AM End:

**Recurrence:** (none)

Organizer: PROVOST, CARLA (USBP)

**Mentoring Session** 

Subject: Meeting with Chief (b) (6), (b) (7)(C)

**Location:** B2s Office

**Start:** Wed 1/25/2017 12:00 PM **End:** Wed 1/25/2017 1:00 PM

**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

Organizer: (b) (6), (b) (7)(C)

<<RE: January 25th >>

From: PROVOST, CARLA (USBP)

Sent: Monday, January 9, 2017 3:24 PM

To: (b) (6) Cc: (b) (6), (b) (7)(C

Subject: RE: January 25th

Follow Up Flag: Follow up Flag Status: Flagged

1PM works for me Chief. I look forward to seeing you.

Carla L. Provost
Deputy Chief
USBP

(b) (6), (b) (7)(C)

From: (b) (6)

Sent: Monday, January 9, 2017 2:36 PM

To: PROVOST, CARLA (USBP) (b) (6), (b) (7)(C)

Subject: RE: January 25th

Chief

I have a morning meeting and held off scheduling anything until I heard about your availability. I am good from 1PM-4PM.

Let me know if anything within that time frame will work for you. On another note, (b) (6) had his retirement party last week.

V/r

(b) (6)

(b) (6)

Project Director

Prospect Hall, Room

Office: (b) (6), (b) (7)(C)

Cell: (b) (6), (b) (7)(C)

Learn more about us at <a href="http://clhb.utep.edu/">http://clhb.utep.edu/</a>



From: PROVOST, CARLA (USBP) (b)  $\overline{(6)}$ ,  $\overline{(b)}$   $\overline{(7)}$ 

Sent: Monday, January 9, 2017 10:58 AM

To: (b) (6)

Subject: RE: January 25th

Chief,

Great to hear from you. I should be around....when will you be here and I'll block some time.

Carla L. Provost
Deputy Chief
USBP
(b) (6), (b) (7)(C)

From: (b) (6)

Sent: Monday, January 9, 2017 11:01 AM

**To:** PROVOST, CARLA (USBP) (b) (6), (b) (7)(C)

Subject: January 25th

Chief!

Happy New Year to you and your family! I was wondering if you had time on the 25<sup>th</sup> for a quick visit to say hello.

V/r

(b) (6)

(b) (6)

Prospect Hall, Room

Office: (b) (6), (b) (7)(C)

Cell: (b) (6), (b) (7)(C)

Have you seen our symposium series? Learn more at <a href="http://clhb.utep.edu/symposium">http://clhb.utep.edu/symposium</a>



Subject: Meeting with (b) (6), (b) (7)(C)

**Location:** B2s Office

 Start:
 Tue 1/31/2017 9:30 AM

 End:
 Tue 1/31/2017 10:00 AM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

Required Attendees: (b) (6), (b) (7)(C)

If you have documents that you would like to present, please send it so I can print them or bring her a copy.

**Subject:** Meeting with (b) (6), (b) (7)(C)

**Location:** B2's office

 Start:
 Fri 1/6/2017 10:30 AM

 End:
 Fri 1/6/2017 11:00 AM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

Required Attendees: (b) (6), (b) (7)(C)

Meeting with (b) (6), (b) (7)(C) B2s Office Subject:

**Location:** 

Tue 1/31/2017 8:30 AM Start: Tue 1/31/2017 9:00 AM End:

**Recurrence:** (none)

Organizer: PROVOST, CARLA (USBP)

**Subject:** NAC

 Start:
 Wed 1/18/2017 10:30 AM

 End:
 Wed 1/18/2017 11:00 AM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

Subject:OIG BriefLocation:Teaming Area

 Start:
 Fri 1/13/2017 12:30 PM

 End:
 Fri 1/13/2017 1:00 PM

**Recurrence:** (none)

Meeting Status: Accepted

Organizer: MORGAN, MARK A (USBP)

Required Attendees: (b) (6), (b) (7)(C) PROVOST, CARLA (USBP); LUCK, SCOTT A

(USBP); HULL, AARON A; CHAVEZ, GLORIA I; USBP HQ Adjutants; BOVINO, GREGORY K

Optional Attendees: (b) (6), (b) (7)(C) USBP-AUDIT-TEAM

Meeting time changed to accommodate Executive Staff's schedules. Please forward as appropriate.

Subject: Ops Brief on Agent (b) (7)(E)

**Location:** Teaming Area

 Start:
 Fri 1/6/2017 1:30 PM

 End:
 Fri 1/6/2017 2:00 PM

**Recurrence:** (none)

Meeting Status: Accepted

**Organizer:** MORGAN, MARK A (USBP)

**Required Attendees:** LUCK, SCOTT A (USBP); PROVOST, CARLA (USBP)

**Subject:** Overview of the Fence Way Forward Discussion

**Location:** Commissioner's Large Conference Room \*\*Dial-In Included\*\*

**Start:** Wed 1/18/2017 1:30 PM **End:** Wed 1/18/2017 2:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: MCALEENAN, KEVIN K

Required Attendees: ALLES, RANDOLPH D; BORKOWSKI, MARK S; FLANAGAN, PATRICK S; MORGAN, MARK

A (USBP); PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)

L; CALVO,

(b) (6), (b) (7)(C)

KARL H.; VITIELLO, RONALD D (USBP); (b) (6), (b) (7)(C)

; OC BRIEFING STAFF (b) (6), (b) (7)(C) SMITH, FREDERICK B (OCC); DCC10A-RMB-COMMISSIONER-CN-RM; (b) (b) (7)(C) HIGHSMITH, ANNMARIE

(OCC); (b) (6), (b) (7)(C) WILLIAMS, JAYE M;

(b) (6), (b) (7)(C) CAINE, JEFFREY; BLOW, TREVOR A; (b) (6), (b) (7)(C) SCHIED, EUGENE; (b) (6), (b) (7)(C) LOWRY, KIM M; (b) (6), (b) (7)(C)

Dial-In: (b) (7)(E) PIN (b) (7)(E)

Please do not forward this invitation, if you are unable to attend or would like to request a +1 please let me know.

(b) (6), (b) (7)(C)

Discussion: Will address the content of the discussions we've been having but also lay out the relevant steps on how we'd go forward in the event of direction under existing or new legislation to construct fence.

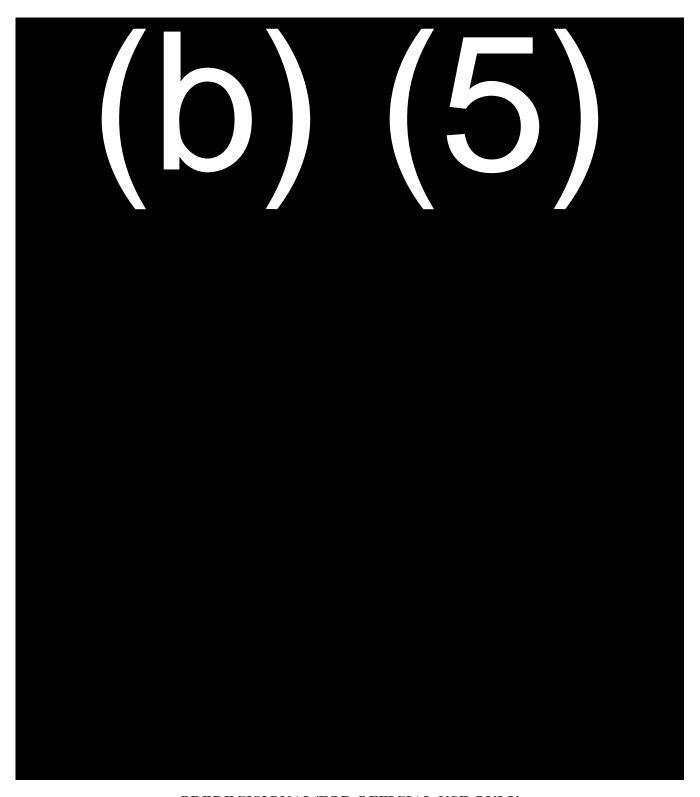
OC POC: Patrick Flanagan Lead: ES (OFAM/OA)

BM: Yes



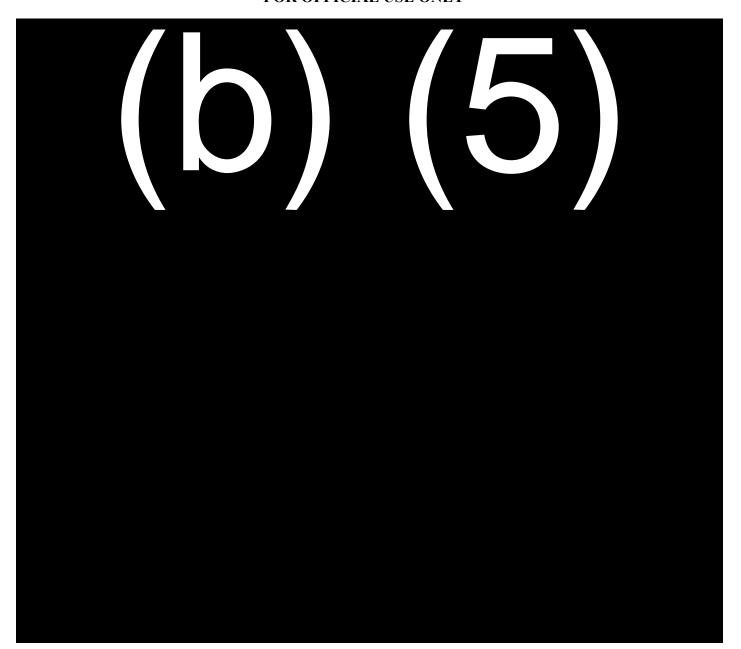
#### FOR OFFICIAL USE ONLY

# OVERVIEW OF THE FENCE DISCUSSION January 18, 2017 11:30 am 4.4A Commissioner's Small CR



(b) (5)

#### FOR OFFICIAL USE ONLY



**Subject:** Phil Landfried to cover as (A) EAC -- Resource Management Council

**Location:** RRB - Large Conference Room

**Start:** Tue 1/24/2017 10:00 AM **End:** Tue 1/24/2017 11:00 AM

Recurrence: Weekly

**Recurrence Pattern:** every 2 week(s) on Tuesday from 11:00 AM to 12:00 PM

Meeting Status: Accepted

Organizer: ALLES, RANDOLPH D

Required Attendees: WHITE, BRENDA L; DCC10A-RMB-RRB35F; WILLIAMS, JAYE M; VITIELLO, RONALD D

(USBP); MILDREW, SEAN; LANDFRIED, PHIL A; JACKSTA, LINDA L (AC HRM); COULTER, ERIC; CALVO, KARL H.; HALL, CHRISTOPHER J; BORKOWSKI, MARK S; CAINE, JEFFREY;

WAGNER, JOHN P: LUCK, SCOTT A (USBP): (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) VESPE, ERIN; (b) (6), (b) (7)(C)

(u) (o), (u) (1)(c)

Optional Attendees: (b) (6), (b) (7)(C) PROVOST, CARLA (USBP)

\*Updated agenda 1/23\*

Ted agenda 1/23





# FY 2019-2023 Resource Allocation Plan (RAP) Kick-Off

Presentation to the RMC

Enterprise Services
Office of Programming
January 24, 2017

#### AGENDA ITEMS FOR JANUARY 24, 2017 RESOURCE MANAGEMENT COUNCIL

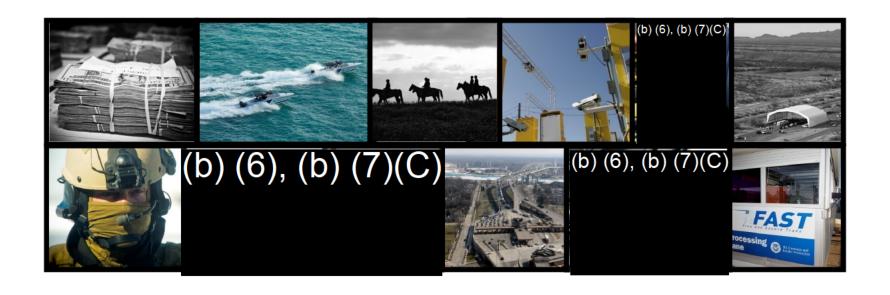
- 1. FY 2017 Financial Status Discussion (approximately 40 minutes)
  - a. Lead: Office of Finance
  - b. *Background*: The Office of Finance will provide a report on the agency's FY 2017 financial situation. The report will include a summary of FY 2017 appropriations activities and a summary analysis of pay and non-pay spending requirements. This brief will be an opportunity for RMC members to review and provide feedback.
  - c. Decision Requested: Provide clearance of update prior to presentation to ALC
- 2. Review FY 2019-2023 Resource Allocation Plan Process and Timeline (approximately 20 minutes)
  - a. Lead: Office of Programming



- c. Decision Requested: None, request for feedback only.
- 3. Closeout Announcements/Updates
  - a. Upcoming RMC Agenda Items

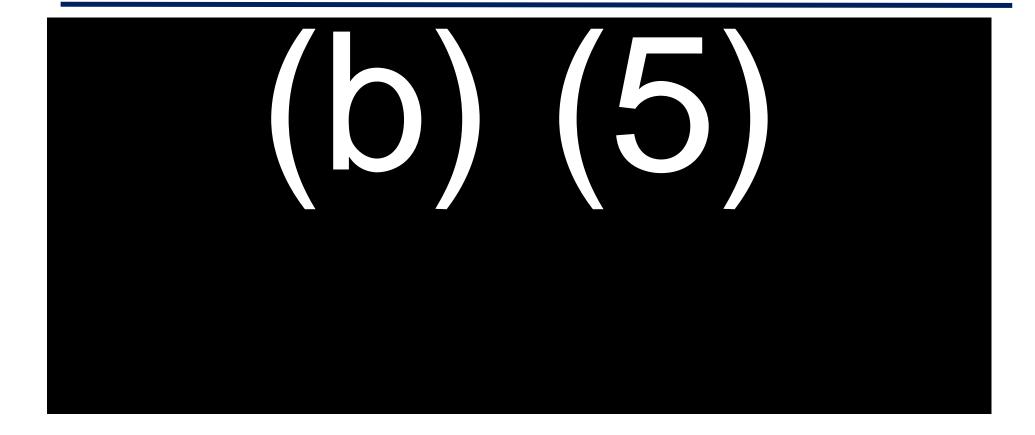


# FY2017 Financial Status Discussion – January 24, 2017

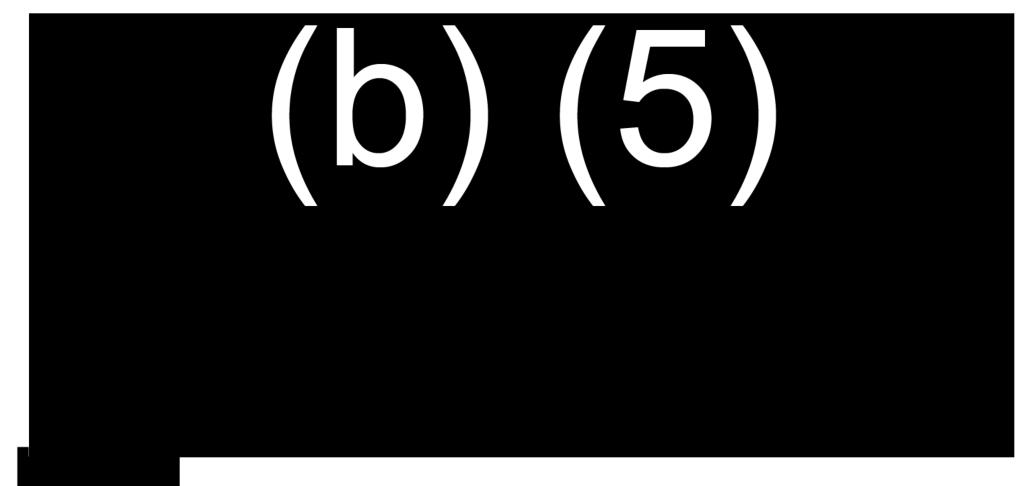




# Introduction

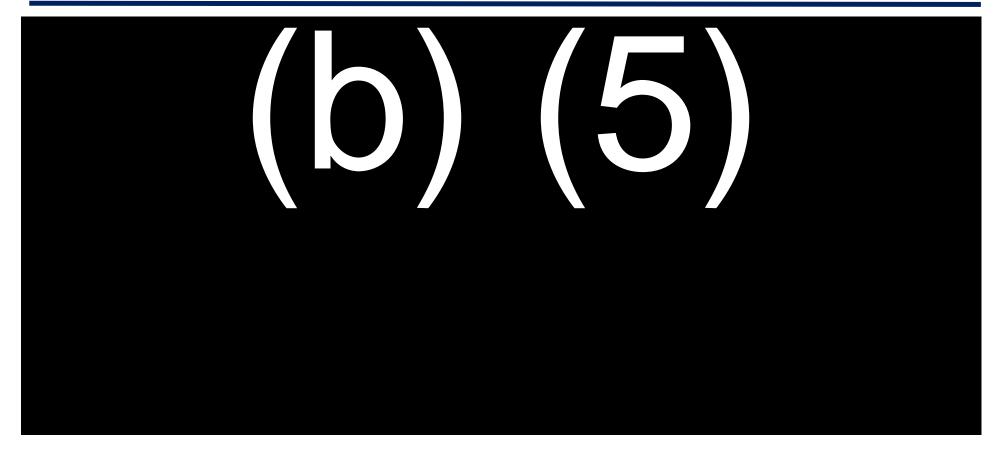


# **FY 2017 Current Financial Status**

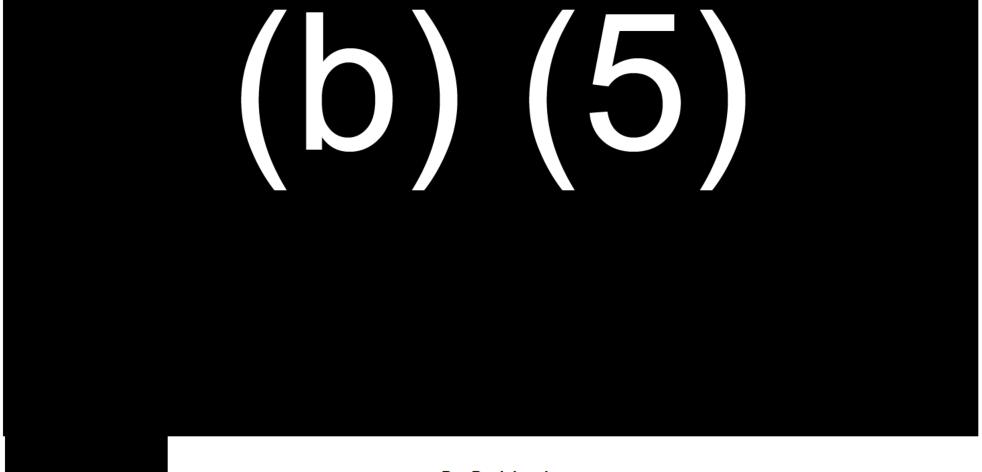


# **Pay Analysis**

# **Non-Pay Spending**

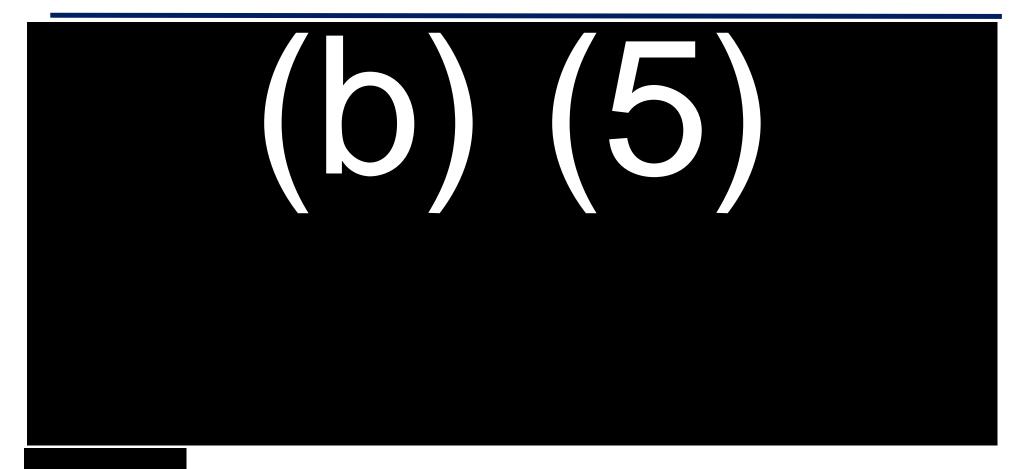


# **Analyzing CBP Fixed and Discretionary Costs**

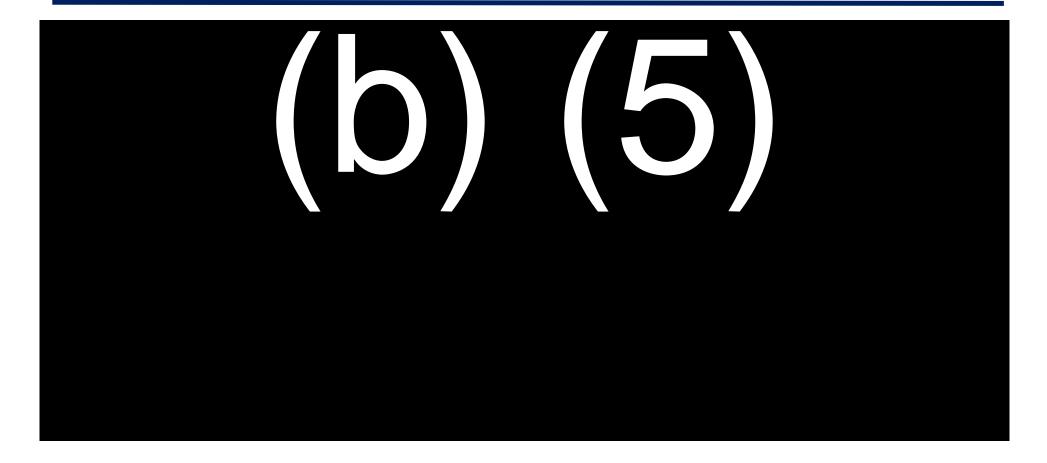


Pre-Decisional

# FY 2017 Agreed to Take into Conference - Nov 2016



# **Further Analysis Required**



**Subject:** Pre-brief for 2/2/17 "State of the Border" Hill Briefing

**Location:** Main Conference Room

**Start:** Mon 1/30/2017 10:00 AM **End:** Mon 1/30/2017 11:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: SADLER, STEPHEN

Required Attendees: MORGAN, MARK A (USBP); CHAVEZ, GLORIA I; BEESON, PAUL A; HARDIMAN, TARA;

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) CARLA PROVOST (USBP) ( (b) (6), (b) (7)(C)

Optional Attendees: (b) (6), (b) (7)(C)

\*\*\*Meeting will be held at the TS/SCI level.\*\*\*

Purpose: OI/USBP Pre-brief for 2/2/17 State of the Border classified briefing before the CHS/BMS members.

Date: Monday 1/30/2017 Time: 1100 to 1200

Location: Main Conference Room

Attendees: Chief Morgan, DAC Director Beeson, Chief Chavez, and others as necessary

lätt Classifiicol Phiicfi

From:

(b) (6), (b) (7)(C)

**RE: Classified Brief** 

Sent:

Wednesday, January 25, 2017 8:53 AM

To: Cc: (b) (6), (b) (7)(C)

Subject:

Good Morning,

They both are free at 1100. Would that time work? Thanks.

(b) (6), (b) (7)(C)

Special Assistant U.S. Border Patrol Office of the Chief

Desk: (b) (6), (b) (7)(C) NEW Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

**Sent:** W y 25, 2017 9:51 AM

To:

(b) (6), (b) (7)(C)

Subject: FW: Classified Brief

Good morning,

I would like to see what availability Chief Morgan and Chief Chavez have on Monday morning (1/30/17) for the classified pre-brief. DAC will be out of the office starting at 1200 on Monday, that's why I'm asking for a morning meeting. Thanks!

Very Respectfully,

#### (b) (6), (b) (7)(C)

**Executive Assistant** 

(b) (7)(E)

U.S. Customs and Border Protection

Office: (b) (6), (b) (7)(C) BB:(b) (6), (b) (7)(C)

SIPR.

(b) (6), (b) (7)(C)

1/1///

(b) (6), (b) (7)(C)

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From: (b) (6), (b) (7)(C)

Sent: Wednesday, January 25, 2017 9:37 AM

To: HARDIMAN, TARA (b) (6), (b) (7)(C) CHAVEZ, GLORIA I (b) (6), (b) (7)(C) SADLER, STEPHEN (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Classified Brief

Yes, ma'am will do. DAC Sadler is out of the office on Monday 1/30/17 starting at 1200, so it will have to be in the morning sometime. I'll talk with Chief Morgan's and Chief Chavez' staff to find a good time.

Very Respectfully,

#### (b) (6), (b) (7)(C)

**Executive Assistant** 

#### (b) (7)(E)

U.S. Customs and Border Protection

Office:(b) (6), (b) (7)(C)
BB: (b) (6), (b) (7)(C)

SIPR: (b) (6), (b) (7)(C)

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From: HARDIMAN, TARA

Sent: Wednesday, January 25, 2017 9:33 AM

To: CHAVEZ, GLORIA I (b) (6), (b) (7)(C

SADLER, STEPHEN (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Sub

Gloria,

Just for your awareness, I asked Mr. Glawe if he was still planning to give this presentation. He deferred to the DAC.

So, (6) (7)(6) let's still proceed to set up the pre-brief for the 30<sup>th</sup>, as long as that works on the DAC's schedule.

Tara Hardiman

Executive Director, (b) (7)(E) Directorate

(b) (7)(E)

Customs and Border Protection
Department of Homeland Security

Phone: (b) (6), (b) (7)(C)

HSDN: (b) (6), (b) (7)(C)

#### JWICS: (b) (6), (b) (7)(C)

From: HARDIMAN, TARA

SADLER, STEPHEN

Sent: Tuesday, January 24, 2017 10:57 AM

To: CHAVEZ, GLORIA I

(b) (6), (b) (7)(C)

Subject: RE: Classified Brief

Thanks, Bight, we heard Chief Beeson was going to be in town, so that's a perfect opportunity to get everyone together. I just spoke to the deputy division director, and he said the briefing is looking pretty good - a couple more tweaks and we can all have a look!

would you be able to coordinate on setting up the pre-brief – the 30<sup>th</sup> at 2 should work. We would want to be in

Thanks, Tara

Tara Hardiman

Executive Director, (b) (7)(E) Directorate

(b) (7)(E)

**Customs and Border Protection** Department of Homeland Security

Phone: (b) (6), (b) (7)(C)

From: CHAVEZ, GLORIA I

Sent: Tuesday, January 24, 2017 10:39 AM

(b) (7)(C) To: HARDIMAN, TARA

SADLER, STEPHEN (b)

Cc: (b) (6),

Subject: RE: (b) ( / )( ⊢ )

Tara – Thank you! This sounds great and please continue to keep (b) (6), (b) (7)(C) looped in as he is assisting me with my portion of the classified brief. Once you have the threat overview ready please send over so I can review for sit awareness purposes. JTF-W Director Beeson who will be doing the brief on Feb. 16th, will be up here during the Jan. 26<sup>th</sup> thru Feb. 1<sup>st</sup> timeframe, and Chief Morgan would like him to get the classified pre-brief along with the USBP Executives so everyone has awareness on what we (AC Glawe and I) will be presenting. I checked with Director Beeson and he and Chief Morgan are available for a classified pre-brief on the afternoon of January 30<sup>th</sup>, 2PM.

Let me know if AC Glawe is willing and available on the same date and time so we can do the same and coordinate to present to Director Beeson and folks our briefing.

Thanks!

From: HARDIMAN, TARA

Sent: Tuesday, January 24, 2017 9:50 AM

To: (b) (6), (b) (7)(C) >; CHAVEZ, GLORIA I < (b) (6), (b) (7)(C) >;

SADLER, STEPHEN (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (/)(C)

Subject: RE: Classified Brief

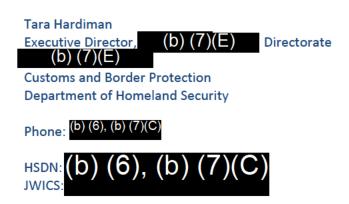
Yes, I will confirm, but I would think A/USIA Glawe will still plan to do the brief at this point. My team is putting a threat overview together and I expect to see that soon and be able to send it around for coordination and awareness. I looped (b) (6), (b) (7)(C) in with my analysts this morning.

Did you see the background on this from OLA? I have pasted it below. The threat brief on the 2<sup>nd</sup> is in preparation for a 16 February hearing (open, unclassified, I believe) where USBP will be the lead and focus. I think it's perfect that you accompany on the 2<sup>nd</sup> – though it is a CBP intelligence threat overview, who knows where the specific questions will go with the members.

vision includes an opening by AC Glawe which will cover the general state of the border. (i.e. where is CBP at the strategic level and what are the major problem areas/trends). He expects members will want to specifically hear about the following topics:

- 1. Major "problem" areas/locations
- 2. UACs and family units (what is driving them/what are we learning from our interviews)
- 3. Special Interest Aliens (trends/statistics/specific country threats)
- 4. Cartel actics, techniques, and procedures and principle areas of operation
- 5. Drug trends (smuggling trends/routing/etc.)
- 6. Full national security picture of the border

He defers to CBP on any additional briefers needed but does want AC Glawe to be the primary.



From: (b) (6), (b) (7)(C)

Sent: Tuesday, January 24, 2017 9:36 AM

To: CHAVEZ, GLORIA I (b) (6), (b) (7)(C) ; SADLER, STEPHEN (b) (6), (b) (7)(C)

Cc: HARDIMAN, TARA (b) (6), (b) (7)(C)

Subject: RE: Classified Brief

#### Chief Chavez,

My understanding is AC Glawe may still be the lead briefer for the classified brief. XD Tara Hardiman and her divisions are the lead for putting everything together and providing experts briefer support.



From: CHAVEZ, GLORIA I

Sent: Tuesday, January 24, 2017 9:11 AM

**To:** SADLER, STEPHEN (b) (6), (b) (7)(C)

Subject: Classified Brief

(b) (6). (b) (7)(C) — Good morning! Chief Morgan just mentioned to me that AC Glawe will be Acting at the Department for a while (awesome opportunity!) so I wanted to ask, who will take his place at the Subcommittee classified brief on Feb. 2<sup>nd</sup> at 10AM. The plan was for him to be the CBP lead Intel briefer and I was doing the CAT/USBP Intel/Ops portion brief. Also, who is working his presentation so I can make sure that mine complements the lead briefer?

Thanks! GC

Regards, Gloria I. Chavez Deputy Chief – Law Enforcement Operations Law Enforcement Operations Directorate U.S. Border Patrol Headquarters

Washington, D.C. (b) (6), (b) (7)(C)

**Subject:** Reserved

 Start:
 Fri 1/13/2017 10:00 AM

 End:
 Fri 1/13/2017 11:00 AM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

Subject: San Diego Border Fence Brief

**Location:** Conference Room

**Start:** Thu 1/26/2017 2:00 PM **End:** Thu 1/26/2017 3:00 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: BOVINO, GREGORY K; (b) (6), (b) (7)(C) HULL, AARON A;

CHAVEZ, GLORIA I; HUDSON, RICHARD M (b) (6), (b) (7)(C)

Optional Attendees: (b) (6), (b) (7)(C)

ACC Bovino and team will brief Deputy Provost regarding the (b) (5), (b) (7)(E) attached to the San Diego border fence.

Telecon Information:

Call in: (b) (7)(E)
Participant Code: (b) (7)(E)

Thank you.

#### (b) (6), (b) (7)(C)

Operations Officer
Adjutant to Carla Provost
Deputy Chief, U.S. Border Patrol
U.S. Border Patrol Headquarters
O: (b) (6). (b) (7)(C) M:(b) (6). (b) (7)(C)

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San Diego Sector Operation Southern Surge JTTF Pre-Brief Subject:

Location: USBP Conference Room

Start: Mon 1/30/2017 1:30 PM End: Mon 1/30/2017 2:00 PM

Recurrence: (none)

**Meeting Status:** Meeting organizer

Organizer: MORGAN, MARK A (USBP)

(b) (6), (b) (7)(C) MILLER, **Required Attendees:** 

; LEY, JENNIFER

LUCK, SCOTT A (USBP); GLORIA CHAVEZ I (b)
TROY A; (b) (6), (b) (7)(C)
E.; (b) (6), (b) (7)(C

Subject:SPAD BriefLocation:B2's Office

 Start:
 Fri 1/6/2017 12:00 PM

 End:
 Fri 1/6/2017 12:30 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

**Subject:** STRATCOM and Intel Directorate Discussion

**Location:** USBP CONFERENCE ROOM

 Start:
 Thu 1/5/2017 2:00 PM

 End:
 Thu 1/5/2017 2:30 PM

**Recurrence:** (none)

Meeting Status: Accepted

Organizer: CHAVEZ, GLORIA I

**Required Attendees:** PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP); HULL, AARON A

Subject:travelLocation:WH

 Start:
 Tue 1/10/2017 1:30 PM

 End:
 Tue 1/10/2017 2:00 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

**Subject:** travel

 Start:
 Wed 1/4/2017 12:00 PM

 End:
 Wed 1/4/2017 12:30 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

**Subject:** travel

 Start:
 Wed 1/4/2017 10:00 AM

 End:
 Wed 1/4/2017 10:30 AM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

**Subject:** travel

 Start:
 Tue 1/10/2017 4:00 PM

 End:
 Tue 1/10/2017 4:30 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

**Subject:** Travel from NAC

**Start:** Wed 1/18/2017 11:00 AM **End:** Wed 1/18/2017 11:30 AM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

**Subject:** Travel to NAC

 Start:
 Wed 1/18/2017 10:00 AM

 End:
 Wed 1/18/2017 10:30 AM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

Subject: **Tucson Communications Update** Location: USBP CONFERENCE ROOM ■

Start: Thu 1/12/2017 9:00 AM End: Thu 1/12/2017 9:30 AM

Recurrence: (none)

**Meeting Status:** Accepted

Organizer: HULL, AARON A

MORGAN, MARK A (USBP); PROVOST, CARLA (USBP)
(b) (6), (b) (7)(C) (b) (6), (b) (7)(C) **Required Attendees:** 

CHAVEZ, GLORIA I; **Optional Attendees:** 

(b) (6), (b) (7)(C)

Location change to Conference Room

Schedule change to Thursday at 10AM.

\*\*Updated Start time: 1:45\*\* Inauguration Follow-Up Meeting Subject:

4.4A Commissioner's Small C/R Location:

Tue 1/17/2017 12:45 PM Start: End: Tue 1/17/2017 1:30 PM

Show Time As: Tentative

Recurrence: (none)

**Meeting Status:** Not yet responded

Organizer: MCALEENAN, KEVIN K

Required Attendees: ALLES, RANDOLPH D; Owen, Todd C (AC OFO); MORGAN, MARK A (USBP); YOUNG,

> EDWARD E; VITIELLO, RONALD D (USBP); SMITH, BRENDA BROCKMAN; FLANAGAN, ; DCC10A-RMB-COMMISSIONER-CN-RM; (b) (6), (b) (7)(C)

CROWDER, TONY D; (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

MURDOCK, JUDSON W; PROVOST, CARLA (USBP) **Optional Attendees:** 

Note: EAC's please bring your COOP and Special Events SME's. Please have your staff forward their names to so they can be added to the invite.

Please do not forward this invitation, if you are unable to attend or would like to request a +1 please let me know. EAC's may bring their SMEs but please let me know so I can have them added to the invite. Thanks!

Subject: VTC with Chief Morgan for Inauguration Day Parade Brief

OBP CR Location:

Start: Mon 1/9/2017 9:00 AM End: Mon 1/9/2017 10:00 AM

Recurrence: (none)

**Meeting Status:** Accepted

Organizer: MORGAN, MARK A (USBP)

(b) (6), (b) (7)(C) ; CARLA PROVOST (OPR) MARK A. MORGAN **Required Attendees:** 

> (b) (6), (b) (7)(C) (b) (6), (b) (7)(C)

(b) (6), (b) (7 **CRINLEY S HOOVER** 

AARON A HULL

(b) (b), (b) (7)(C)

USBP HQ Adjutants;

Good Evening,

This meeting will now have VTC capabilities (as well as telecon).

**VTC** 

OBP HQ IP:

**Buffalo Sector IP** 

**TELECON** 

Number: Pin:

Please forward this invite as appropriate.

Thank you.

(b) (6), (b) (7)(C

**Assistant Chief** Adjutant to the Chief **United States Border Patrol** 

Office: (b) (6), (b) (7)(C) | Mobile: (b) (6), (b) (7)(C)



## INAUGURATION

January 20th, 2017

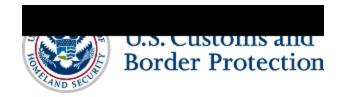


# CBP Support Briefing



# (b) (7)(E)

- Inauguration Parade Committee has approved the participation of a CBP Honor Guard and Marching Pipe Band.
- The Inauguration in Washington, DC is expected to draw massive crowds of supporters and counter demonstrators



# CBP Roles and Responsibilities

(b) (7)(E)



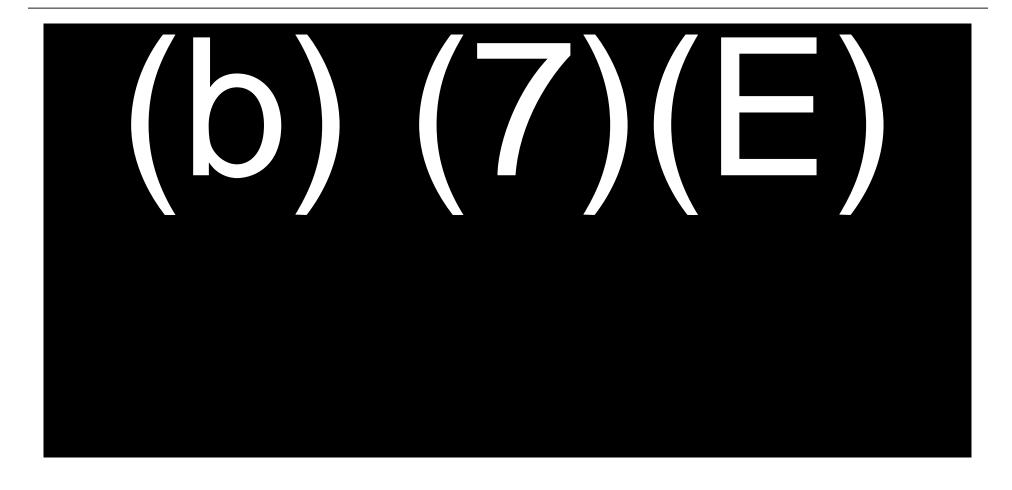
# **CBP Support**

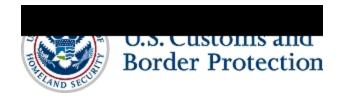
### **Inauguration Schedule**

- Sunday, January 15, 2017
  - Start of Inaugural Period
- Wednesday, January 18, 2017
  - President Elect Arrival/ Opening Ceremony
- Thursday, January 19, 2017
  - Wreath Laying and Rally
- Friday, January 20, 2017
  - Blair House
  - Church Service
  - Tea at the White House
  - Motorcade to the Capitol; West to East
  - Swearing In Ceremony then Luncheon
  - Former POTUS Departure Ceremony
  - President escort to the White House Reviewing Stand
  - Inaugural Parade
  - Inaugural Balls



### **Next Steps**





VTC with Chief Morgan Today at 1130 EST Subject:

OBP CR Location:

Start: Thu 1/26/2017 10:30 AM End: Thu 1/26/2017 11:00 AM

**Show Time As:** Tentative

Recurrence: (none)

**Meeting Status:** Tentatively accepted

Organizer: MORGAN, MARK A (USBP)

**Required Attendees:** BP Field Chiefs; BP Field Deputies; ROBERT L BOATRIGHT

> (b) (6), (b) (7)(C) (b) (6), (b) (7)(C) SCOTT A LUCK (USBP) (b) (6), (b) (7)(C)

(b) (6), CRINLEY S HOOVER CARLA PROVOST (OPR)

(b) (6), (b) (7 GLORIA CHAVEZ I

> (b) (6), (b) (7)(C)BOVINO, GREGORY K; RICHARD M HUDSON

> > (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

b) (6), (b)(/)(C)USBP HQ Adiutants: **Optional Attendees:** (b) (6), (b) PADILLA, MANUEL JR;

(b) (6), (b) (7)(C) (b) (6), (b) (7)(C) M<u>ODLIN, JOHN</u> R;

(b) (6), (b) SCOTT, RODNEY S;

Telecon information has been added in case you have technical difficulties with the VTC or do not have that capability:

Access Number: (b) (7 Participant Code: (b) (7)(E

Good Morning,

Chief Morgan will be hosting a VTC this morning at 1130 EST.

The IT team will begin to setting up the bridge at 1100 EST.

Chief Patrol Agents and Deputy Chief Patrol Agents only please.

There will be no formal agenda sent out, just a brief announcement.

Thank you.

(b) (6), (b) (7)(C)

Assistant Chief

Adjutant to the Chief

United States Border Patrol

Office: (b) (6), (b) (7)(C) | Mobile: (b) (6), (b) (7)(C)



#### **Customs & Border Protection**

**Bridge Request Form** 

Video Teleconferencing

		Reques	stor / Point of Cont	act		'		
Primary POC: Primary Locat Primary Phon E-mail Adress	tion: e:		Cell Phone:					
Site VTC#:  Conference Appointment Petails								
		Conference Appointment Details						
Conference D Reoccurrance		Tuesday	Wednesday	Thursday	Friday			
	Dail					_		
Duration:		,	,	(Please alow 30 i	minute pre-conn	ection window t	for you conference	
		Start		meeting.)	•		-	
Number of VT	C Sites:							
window contair same time duri	ns a view of the par	rticipants at the remote eting. It is accomplishe	ne monitor looks during sites. The benefit of co d by transmitting two or	ntinuous presenc	e is that you car			
		•						
	•	Two By- 4X"Four By" tical" (Quad Split) (	9X"Nine By" 4+1 HollywoodSq.) "Four + Oi	5+1 ne" "Four + One" "So	7+1 even + One"			

Additional Viewing Modes (4X4, 8+2, 12+1): Large conferences of 10 or more sites may benefit from these three viewing modes. Lecture Mode is also available in these views. The small windows may be too small to be useful on a small TV screen.

UPON RECEIPT OF BRIDGE CONFIRMATION, PLEASE CONTACT ALL CONFERENCE PARTICIPANTS TO ENSURE THAT THE PARTICIPATING LOCATIONS HAVE RESERVED THE APPROPRIATE ROOM AND ASSISTANCE IS AVAILABLE, IF NECESSARY, TO OPERATE THE EQUIPMENT

#### Videoconferencing Tips and Features

#### Tips for a Successful Videoconference

- Be prepared Before the videoconference, prepare and distribute an agenda to the remote sites. Preparing a written agenda helps you accomplish your goals in the time allotted.
- Clothing Clothing patterns and colors will contr bute to the appearance of the video. Avoid clothes with lots of designs or patters, as well as solid outfits with bold, bright colors. Black and neutral colors look best on video.
- Introduce all conference participants At the start of the conference, introduce everyone at all sites of the conference, even those not in camera range. If additional people join a conference while it is in session, take the time to introduce the newcomers. Participants may also join the meeting via telephone.
- Act naturally Use gestures, facial expressions, notes and graphics just as you do in face-to-face meetings. They add life to your meeting and keep your presentation interesting.
- Speak naturally The microphones can easily pick up the sound of conversation, so there is no need to shout. Participants should speak one at a time to ensure that everyone is understood.
- Keep everyone involved Direct comments and ask questions of people at all sites to encourage participation.

#### Video.....Video Problems - No Video, Interference or Freeze-ups

- Verify the monitor is turned on and the right video input is selected
- · Check to ensure the correct camera source is selected
- · Verify all cable connections are secure on the system.
- • Reboot the video unit

Important Phone Numbers \*For bridge reservations or technical assistance during your videoconference call, please call (b) (6), (b) (7)(C)

Subject: Wall IPT

**Location:** 4.4A Commissioner's Large C/R

**Start:** Fri 1/27/2017 12:00 PM **End:** Fri 1/27/2017 1:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: ALLES, RANDOLPH D

Required Attendees: DCC10A-RMB-COMMISSIONER-CN-RM; MORGAN, MARK A (USBP); PROVOST, CARLA

(USBP); CALVO, KARL H.; (b) (6), (b) (7)(C)

WILLIAMS, JAYE M; LANDFRIED, PHIL A; GH (D) (6), (D) (1)(C)

FLANAGAN, PATRICK S; (b) (6), (b) (7)(C) BOVINO, GREGORY K; (b) (6), (b) (7)(C) (b) (6), (b) (7)(C) VITIELLO, RONALD D (USBP); (b) (6), (b) (7)(C); JACKSTA, LINDA

L (AC HRM); QUINN, TIMOTHY; HIGHSMITH, ANNMARIE (OCC); 5(b) (6), (b) (7)(C)

FALK, SCOTT K (OCC); (b) (6), (b) (7)(C); CAINE, JEFFREY; (b) (6), (b) (7)(C

Optional Attendees: SAHAKIAN, DIANE V

Please do not forward this invitation, if you are unable to attend or would like to request additional attendees please let me know. (b) (6), (b) (7)(C)



# 

Subject: Wall IPT \*\*Agenda Attached\*\*

**Location:** 4.4A Commissioner's Large C/R \*\*Dial-Included\*\*

**Start:** Thu 1/26/2017 10:00 AM **End:** Thu 1/26/2017 11:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: ALLES, RANDOLPH D

Required Attendees: DCC10A-RMB-COMMISSIONER-CN-RM; MORGAN, MARK A (USBP); PROVOST, CARLA

(USBP); CALVO, KARL H.; (b) (6), (b) (7)(C) FLOSSMAN, LOREN W; (b) (6), (b) (7)(C)

WILLIAMS, JAYE M; LANDFRIED, PHIL A; (b)(6),(b)(7)(C)

FLANAGAN, PATRICK S; (b) (6), (b) (7)(C) BOVINO, GREGORY K; (b) (6), (b) (7)(C) (b) (6), (b) (7)(C) VITIELLO, RONALD D (USBP); (b) (6), (b) (7)(C) JACKSTA, LINDA

L (AC HRM); QUINN, TIMOTHY; HIGHSMITH, ANNMARIE (OCC); (b) (6), (b) (7)(C)

FALK, SCOTT K (OCC); HANSON, HAROLD; (b) (6), (b) (7)(C)

Optional Attendees: (b) (6), (b) (7)(C)

Dial-In: (b) (7)(E) PIN: (b) (7)(E)





Please do not forward this invitation, if you are unable to attend or would like to request additional attendees please let me know. (b) (6), (b) (7)(C)

# 

**Subject:** Weekend Tasker Email

**Location:** Teaming Area

 Start:
 Fri 1/27/2017 3:30 PM

 End:
 Fri 1/27/2017 4:00 PM

**Show Time As:** Tentative

**Recurrence:** (none)

Meeting Status: Not yet responded

Organizer: CHAVEZ, GLORIA I

Required Attendees: (b) (6), (b) (7)(C) CHAVEZ, GLORIA I; BOVINO, GREGORY K; PROVOST, CARLA

(USBP)

Deputy Provost would like to discuss taskers that arose at the JTF-W Brief.

(b) (6). (b) (7)(C), she would like bullets on the E.O. as she will be requesting a briefing binder in the future.

Subject:Weekly DebriefingLocation:Teaming Area

 Start:
 Fri 1/27/2017 1:30 PM

 End:
 Fri 1/27/2017 2:00 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

Required Attendees: BOVINO, GREGORY K; SINGLETON, RUYNARD R; (b) (6), (b) (7)(C)

CHAVEZ, GLORIA I; HULL, AARON A; (b) (6), (b) (7)(C)

BEESON, PAUL A; HOOVER, CRINLEY S; HUDSON, RICHARD M; (b) (6), (b) (7)(C)

Call in: (b) (7)(E)
Code: (b) (7)(E)

**Subject:** Will Be rescheduled for next week: Intelligence Directorate Brief

**Location:** Teaming Room

 Start:
 Thu 1/26/2017 12:00 AM

 End:
 Fri 1/27/2017 12:00 AM

**Show Time As:** Free

**Recurrence:** (none)

Meeting Status: Not yet responded

Organizer: MORGAN, MARK A (USBP)

Required Attendees: CARLA PROVOST (OPR) (b) (6), (b) (7)(C) GLORIA CHAVEZ I

(b) (6), (b) (7)(C) (b) (6), (b) (7)(C)

Rescheduled for Thursday 1400-1430